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MESSAGES, ADDRESSES, AND PUBLIC PAPERS OF DANIEL KILLIAN MOORE

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Dan K. Moore (Portrait by Fabian Bachrach.)

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MESSAGES, ADDRESSES, AND PUBLIC PAPERS OF

DANIEL KILLIAN MOORE

GOVERNOR OF NORTH CAROLINA

1965-1969

Edited by

MEMORY F. MITCHELL
Historical Publications Editor
STATE DEPARTMENT OF ARCHIVES AND HISTORY

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PREFACE

Selection of material to be included in a one-volume edition of the official addresses and public papers of a governor is a task almost insurmountable. The hundreds of speeches for which there was prepared copy; numerous statements, proclamations, and other official documents; plus appointments to boards, commissions, councils—both statutory and nonstatutory—resulted in far more copy than could be used in a single volume. The matter of selection was, therefore, one of the most difficult tasks facing the editor. An effort was made to include material of primary significance to the program of the Moore administration: speeches and statements which explained, elaborated on, or clarified matters of utmost importance. Also chosen for inclusion were addresses and statements typical of a larger number of the same type. In this latter category were remarks made at dedications, ground-breakings, and similar functions. Where several addresses were given on one subject, and the content was similar, generally only one was selected for publication.

Only minor editorial changes were made in the original text. These were made to assure consistency of form, usage, capitalization, and the like. The sources of quotations were added with one or two exceptions.

It goes without saying that a book of this size required assistance from many. Governor Moore himself and Mr. Charles Dunn, now director of the State Bureau of Investigation and a former member of the governor's staff, were most cooperative throughout the months the volume was in preparation. They answered queries, checked questionable points, helped with the procurement and selection of illustrations, looked over the galleys, and rendered aid far beyond the call of duty. Miss Beth Crabtree, an editorial assistant in the Division of Publications of the State Department of Archives and History, checked the appointments listed at the end of the book against the official books in the Governor's Office. Mr. William O. White, Jr., a student at Guilford College who served as a summer intern in the State Department of Archives and History during the summer of 1969, spent several weeks in the division. He read microfilm of newspapers and did other research which helped in the writing of headnotes and also helped check appointments. Misses Anne Bryan and Nancy Rouse, two Meredith College students who took an intern course in the division the fall semester of 1969, did many odd jobs of checking, compiling the list of omitted speeches, transferring corrections to the carbon copy of the appointments list, and the like. Mrs. Marion T. James, Mrs. Mary Frances Kelly, and Miss Doris Critcher of the division staff typed material included in this volume. Mrs. Ann W. Little, formerly a member of the staff of the Division of Publications, was employed to index the book.

It would be impossible to name each individual who helped in any way. Especial thanks should be given, however, to those on the staffs of the Governor's Office, the State Library, and the Division of Archives and Records Management of the Department of Archives and History. The department's photographers in the Division of Historic Sites and Museums reproduced many photographs used as illustrations in this book.

Memory F. Mitchell
Historical Publications Editor

October 1, 1970

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DANIEL KILLIAN MOORE

BY CHARLES DUNN

Dan Moore was the right man to be governor of North Carolina during the challenging times of the mid-1960s. He had great faith in the people of North Carolina and great confidence in their abilities. He recognized the limitations of state government but saw it as a catalyst for development of opportunities. He designed and structured his program of total development to move forward to the maximum every sound service of state government. And he sought the involvement of people from all walks of life and from throughout North Carolina in this effort toward total development.

The record of the Moore administration reflects the careful and wise utilization of every available resource. All aspects of state service shared in his program. He continued the state's interest and expanded its investment in such areas as education and highways. But, in addition, he focused new attention on some of the smaller—in terms of investment—state services such as corrections and highway safety. No aspect of the state government complex suffered from the lack of his attention.

Governor Moore also brought a new thrust to the business of government. His complete faith in the free enterprise system was reflected in his policies as well as in his appointments. He promoted greater involvement and cooperation of agricultural, business, and industry leaders. Better management and professionalism were stressed in state government. He viewed cooperation and understanding among various levels of government as being essential to progress. He introduced programs to provide greater state assistance to local governments and to promote greater relevancy of federal programs.

The primary concern of Governor Moore was the people. All of his programs—as should be—were designed to provide better opportunities for the people. The highly successful program of economic development, for example, was to provide more jobs and higher incomes. Even so, he recognized that many citizens did not share in the increasing opportunities. He worked to reach these people through the strengthening of existing programs as the Good Neighbor Council and the community college system and the development of new efforts in housing, recreation, employment, etc.

The record of Governor Moore's efforts and of some of his successes are included in this volume of his papers. Many of his efforts will continue to bear fruit in the years and decades ahead. Certainly this is true to some extent of all governors. It will be more true, however, of Governor Moore because of the great emphasis that he placed on study and planning. A selfish man would not have invested so much time and effort in comprehensive studies of major areas of government. Governor Moore left not only a fine record of service but also the finest blueprint for progress ever prepared for North Carolina.

In retrospect, one of the finest features of the Moore administration was the man himself. These were his individual qualities which caused those who knew him to love him and which caused others to respect him and to have faith in his abilities. These qualities were his honesty, his integrity, his unselfishness, his foresight, his vision, his willingness to work, his courage, his judgment, his manner, and his ability to get things accomplished. He is a man in the finest sense of the word.

If Governor Moore had a weakness, it was his concern for others. He bent over backward to be fair and often took the criticism which he did not deserve. His nature was such that he did not seek personal credit for his accomplishments. He was, in a sense, shy and, for a governor, most unpresumptuous. At times it seemed that Dan Moore did not enjoy being governor. Certainly the honor and the ceremony were secondary to him. For Dan Moore, being governor of North Carolina was a responsibility, a position of the highest public trust, an opportunity to serve others.

There are many memories of Dan Moore as governor: his calm courage in times of adversity, his ability to listen—almost as a judge—to diverse opinions and to come directly to the heart of a problem, his smile and almost silent chuckle at an amusing incident. There was his firmness in dealing with difficult situations, his diligence in searching for qualified people for government positions, his understanding of and love for children. There was the cigar held firmly between his teeth, the North Carolina cuff links given him by his wife, the coffee cup he "hid" on the mantle when his next appointment came in.

Working for Governor Moore and watching him daily give of himself was enough to provide a renewed faith in man and in the democratic system of government. He has the finest qualities a human being can have, and he utilized them to the fullest as governor of North Carolina. At a time when politicians were being justly or unjustly criticized, it was refreshing and encouraging to watch Governor Moore in action. His concern was the people and North Carolina. His every action as governor was with both in mind.

II

Daniel Killian Moore was born in Asheville on April 2, 1906. He was named for two of the families—the Killians and the Moores—who had shared in the settlement and building of western North Carolina. He was a descendant of the first white man—William Moore—to settle west of the French Broad River. From the beginning, public service was a tradition with the family. The governor's father—Fred Moore—was a very capable superior court judge. When he was appointed to the bench he was the youngest such judge in the history of the state—a record that stood until Governor Moore's administration.

Judge Moore died when Dan was two years old. His mother—Lela Enloe Moore—became both a mother and father to the family of two girls and three boys. Hers was a close-knit family, proud of its heritage, proud of the public service rendered by Judge Moore. Family and friends felt young Dan was much like his father and urged him to follow a career of public service. His mother, however, was the major influence on young Dan. She encouraged him to try, showed him restraint, and cultivated his faith in God. She instilled in him a desire for service and the realization that hard work is a key to accomplishment.

As a boy the governor came to love the mountains around the Jackson County community of Webster where he lived. He spent a great deal of time with his brother William Enloe, who had rheumatic fever which was to claim his life. They would sit on the porch and shoot at cans with a .22 caliber rifle. The governor, an excellent shot himself, still marvels at the accuracy of William. The bond between the family was strong and, during his administration, the governor's sisters—Mrs. Edith Hall of Sylva and Mrs. James Council of Boone—and his brother—Fred Moore, Jr., of Alabama—were among his strongest supporters.

After completing the public schools in Sylva, the governor came down the mountains to attend the University of North Carolina at Chapel Hill. He graduated in 1927 with a degree in business administration and attended law school in 1927 and

1928. He was Phi Beta Kappa. The university at Chapel Hill was always close to the heart of Dan Moore. During his administration he was an avid follower of "Tar Heel" athletic teams. Even though his gubernatorial position would not allow him to take sides in contests between teams within the state, he appeared to be in better spirits when the "Tar Heels" won.

After graduation he went back to the mountains. Certainly there were more profitable locations for a young lawyer with a Phi Beta Kappa key to begin practice. But Dan Moore's roots were in the mountains, and there he felt he could contribute. When the legal business was slow—and it often was during the depression years—there was still plenty to do. Folks there took their politics seriously, and it wasn't long before the young lawyer was spending his spare time and some he couldn't spare working for the Democratic party.

About the same time, the future governor's eye was captured by Miss Jeanelle Coulter of Pikeville, Tennessee. They were married in the summer of 1933. The years that followed were busy and happy ones for the Moores. The law practice did reasonably well; there was a comfortable home on top of a hill; and, most especially, there were the children: first Edith and then Dan, Jr. They were a happy family, close, and very content there in the mountains.

The governor's public service began shortly after his return to Sylva. He became town attorney in 1931, serving for two years. He served for many years as attorney for Jackson County and at times as legal representative for the Jackson County Board of Education. It was in these positions that he gained greater respect for the democratic process and saw the importance of effective local government and of meaningful education programs. In 1940 Dan Moore was elected to represent Jackson County in the North Carolina House of Representatives. He came to Raleigh in 1941 and served one term.

He might have served other terms in the General Assembly had not the nation gone to war after the attack on Pearl Harbor. Legally, Dan Moore was too old to go to war; besides, he had two young children. But men from the mountains were joining others from across the state and nation to go and fight. Freedom meant a great deal to the future governor, and the war was as much his fight as that of anyone else. He joined the army and went off to war in 1943. He was in for two years, serving in the European Theater of Operations.

Dan Moore came back to the mountains in 1945 and picked up his career. He was elected solicitor of the Thirtieth Judicial District in 1945. Three years later Governor Gregg Cherry appointed him superior court judge for the Thirtieth Judicial District. He was elected judge in 1950 and served until 1958. During that time, Judge Moore was on the road a great deal, holding court in various places throughout the state. He was a good judge, quiet and thorough. Lawyers who worked with him respected his fairness and his legal ability.

When Judge Moore stepped down from the bench in 1958, he felt his days of major public service were ended. He had followed in his father's footsteps and now he was ready to spend more time with his family. He moved to Canton and became division counsel and assistant secretary for Champion Papers, Inc. Governor Luther Hodges asked him to serve on the North Carolina Board of Water Resources, which he did from 1959 to 1964. Dan Moore in the early 1960s was a contented man. He had contributed to his state, had returned to the mountains, to a good job, and, especially, to the family he loved so much.

Judge Moore continued to be active in civic affairs and in the Democratic party. His faith in God, which had meant so much to him throughout life, was expressed in his continuous role within the Methodist church. He taught Sunday school, spending a great deal of time in the preparations of his lessons. During his term, Governor Moore attended the Edenton Street Methodist Church in Raleigh. Although he received many invitations to teach a Sunday school class while he was governor, he declined them all because he felt he did not have time to prepare his lesson adequately.

Even as Judge Moore was getting settled in his job with Champion Papers, his name was being mentioned as a possible gubernatorial candidate. Mountain people generally thought it was a good idea. But he was not really too well known outside of western North Carolina, and, frankly, he did not take the speculation too seriously. The idea persisted, however, and those who knew him in other areas of the state began to urge him to run. It was an easterner at a meeting of the Board of Water Resources who first said: "Dan Moore in '64."

In many ways, 1964 was a strange political year. The primary race for the Democratic nomination for governor early appeared to be a contest between L. Richardson Preyer, who had the support of Governor Terry Sanford, and I. Beverly Lake, who had

FOR GOVERNOR

DAN MOORE FOR GOVERNOR can be seen in the grass in front of a home in Cullowhee. This picture was taken during the gubernatorial campaign. (Photograph from Dan K. Moore Photograph Album, courtesy of Governor Moore.)

opposed Sanford for governor four years earlier. In the early stages, few political observers outside western North Carolina seemed to think Dan Moore had a chance. In fact, some of his opponents' supporters refused to take his candidacy seriously.

Governor Moore entered to win, but he started from scratch. He had no organization and no money. He was little known outside his home area. He was not a dynamic speaker, his public relations seldom clicked, and his image—as portrayed by the news media—left much to be desired. Those organizations which endorse or otherwise support candidates did not give serious consideration to his candidacy. In fact, it seemed that just about everyone was against Dan Moore except the people.

His success was largely because of the man himself. His campaign started on money he borrowed from the bank. Dan, Jr., often did the driving for his father. Joseph Branch, C. A. Dillon, and others liked what they saw in the candidate and supported him. Mr. Branch served as his campaign manager and Mr. Dillon was campaign treasurer. Dan Moore took his campaign to the people and there he was well received. He went to every county, talked to the people about their problems and promised only to do the best job he could. The people obviously liked the "mountain man"—as one opponent labeled him—and his campaign began to snowball.

Of course, any serious campaign for major political office in North Carolina takes many outstanding and dedicated supporters. Before the 1964 primary race was over, Dan Moore had such a team. None, however, was more hardworking than those who knew him best, especially his family. Dan, Jr., and the governor's son-in-law, Ed Hamilton, worked continually, doing whatever the situation demanded. Most effective, however, were his wife, Jeanelle; his daughter, Edith Hamilton; and his daughter-in-law, Fran Moore. The candidate, with considerable justification, called them his "secret weapons."

VOTE FOR MOORE
IN '64

Miss Maria Beale Fletcher, former "Miss America" from Asheville, hands the $250 filing fee from candidate Dan Moore to Elections Board Director R. C. Maxwell. The fee was paid in March, 1964. (UPI photograph.)

A highlight of his campaign came the day his filing fee was paid in Raleigh. Some sixteen busloads of supporters came down from the mountains and were joined in Raleigh by nine more buses plus many automobiles. It was quite a sight to see that caravan rolling down Fayetteville Street. From that moment on Dan Moore was recognized as a statewide candidate—although many of the political observers still did not see him in the second primary which seemed inevitable.

Primary day was May 30, 1964. Nearly three-quarters of a million Democrats turned out. Preyer was the frontrunner; Moore, an extremely strong second; and Lake, eliminated. The results showed Preyer, 281,430; Moore, 257,872; and Lake, 217,172. Three other candidates—Bruce Burleson, R. J. Stansbury, and Kidd Brewer—had a total of 12,612 votes. It was a happy night in the Moore camp. Not only was their candidate in the second primary but the first primary vote indicated their man was on his way to a substantial victory.

That victory came on June 27, 1964, but was much larger than expected. Dan Moore won the runoff for the Democratic nomination for governor with a vote of 480,431 compared with 293,863 for Preyer. Nominee Moore set about immediately uniting the party for the fall campaign against the Republicans, led by its gubernatorial nominee, Robert Gavin. That compaign terminated in November with Dan Moore being elected governor by a vote of 790,343 to 606,165.

Unquestionably Dan Moore had made a profound impression upon the people. It was as State Treasurer Edwin Gill said just before the election at the Vance-Aycock Dinner in Asheville:

> Dan Moore—does not speak in fancy phrases nor in colorful flights of oratory, but with the most persuasive of all eloquence—an eloquence characterized by clarity, simplicity, and, above all, by sincerity. The integrity of the man shines in his every word.
>
> You know that he is a man of judicial temperament, willing to see both sides of questions, but that once he has made up his mind as to what is right, nothing can move him. . . . Without pretense or fanfare, he has won the trust, the confidence and the hearts of our people.

III

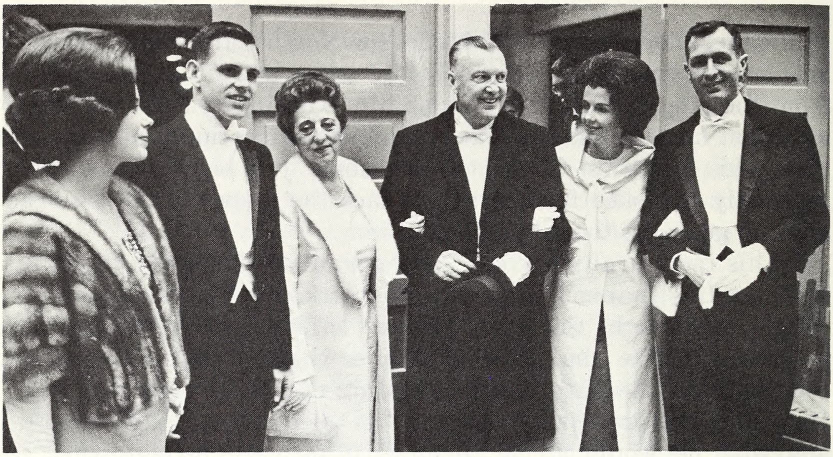
Governor-elect and Mrs. Moore went to church early on the morning of January 8, 1965. Perhaps in the solitude of his prayers Dan Moore thought of that "long road" that had brought him to this new challenge. Certainly he must have considered the great confidence placed in him by his fellow North Carolinians. He had been visibly moved the night before when a trainload of friends from the mountains came to wish him well in his new job. Being a modest man, he may well have had some question that morning about his abilities to do the awesome job before him. Most assuredly he asked for courage to face the responsibilities ahead and the guidance to make just decisions.

In his inaugural message, Governor Moore briefly outlined his goals in this manner: "My administration will seek to give the people of North Carolina honest, efficient, and economical government. We shall utilize people who are skilled, creative, productive—who have a strong feeling of ethical responsibility." He said that North Carolina stood "on the threshold of greatness," and that he would strive to move it forward in education, in economic development, etc. He emphasized his need for help and called on "all who love North Carolina to join me in a new dedication to the total development of our state."

The governor used the term "total development" twice in his inaugural message. To him, it summed up a philosophy of government. It meant he would place emphasis on all services of state government and would utilize the limited resources to the best advantage for the entire population. Total development, in his conception, was not limited to state government alone. It had to involve local government, community leadership, and, most especially, private enterprise. He stressed "partnership"—between governments, between government and the private sector. The key, he felt, was involvement by as many people as possible. He called that "total participation."

In striving to accomplish the goals of his administration, no one worked harder than the governor himself. Vacations for him were few and the staff-planned "Wednesday afternoon off for the governor" seldom materialized. He demanded more of himself than he did of others, and, at times, he pushed himself unmercifully. While it did not bother him to say "no" on something that had bearing on a program, he did have trouble saying "no" to friends wanting him to make a talk. He averaged a prepared speech about every other day—including weekends—of his administration.

The pace told upon his health particularly in the early days of the administration. His campaign—a candidate to citizen approach—had been long and tiring. He had personally visited every county in the state several times and his hand was calloused



The night before the inauguration, Governor-elect Dan K. Moore and his family attended the inaugural ball at Reynolds Coliseum. From left to right (above) are Mr. and Mrs. Dan K. Moore, Jr., Mrs. Moore, Governor Moore, and their daughter and her husband, Mr. and Mrs. Edgar Blanton Hamilton. (UPI photograph.)

Governor and Mrs. Moore (left) are shown making their entrance to a public reception at the Executive Mansion the night of the inauguration, January 8, 1965. Also making his appearance was Blanton Hamilton, Jr., grandson of the Moores. (AP photograph.)

from greeting potential voters. The inaugural festivities were too demanding. The reception lasted into the wee hours of the morning, but still he was at work well before 8:00 A.M. The General Assembly was just around the corner, and he had to put his program into dollars and cents. The governor saw to it that the job was done.

In the midst of the preparation for the legislature, the governor went to Washington to represent the state at the inauguration of President Lyndon B. Johnson. The governor had a severe cold when he left and in Washington it developed into pneumonia. He—and Mrs. Moore—were hospitalized upon their return to Raleigh. As soon as the doctor allowed, he was back at work. Later in the spring, the governor came down with the mumps, first on one side and then the other. He continued to work at the Executive Mansion.

The speaker ban issue hung like a cloud over the 1965 General Assembly, threatening to impede its progress by entangling itself with other issues. Many legislators reacted negatively to the statement threatening loss of accreditation issued by the Commission on Colleges of the Southern Association of Colleges and Schools, Inc. The governor proposed a special commission to study the question objectively. The General Assembly agreed, finished its business, and went home. The study commission, chaired by David Britt, went to work.

The governor was subjected to some of the most unfair criticism of his administration during this period. Although he had nothing to do with the passage of the so-called speaker ban, some of its opponents apparently blamed him for it. In his manner, he launched into no arguments either pro or con but let the study commission hold its hearings and reach its own conclusions. It recommended that the control of visiting speakers at institutions of higher learning be returned from the General Assembly to the various boards of trustees. In turn, the commission recommended that the trustee boards accept the responsibility for regulating visiting speakers.

Governor Moore called an extra session of the General Assembly to consider the commission's recommendations. Prior to its convening in mid-November of 1965, the governor telephoned all legislators he could reach and discussed the recommendations with them. He also contacted trustees and administration officials at many of the institutions of higher learning and discussed the recommendations with them. As a result the special session adopted the commission's recommendations and ended the speaker ban controversy, hopefully forever.

In the meantime another legislative crisis had developed. The United States District Court for the Middle District of North Carolina declared unconstitutional the state's required methods for selecting state legislators and congressmen. It gave the state until January 31, 1966, to make acceptable corrections. Legislative committees went to work studying the problem and, on January 10, 1966, Governor Moore convened a second extra session of the General Assembly. It effectively dealt with the problems of reapportionment of the House, redistricting of the state Senate, and realignment of the congressional districts.

Throughout these early months of his administration the governor was busy with the business of government. For example, a State Planning Task Force was established to work with planning in government and to assist local governments in implementing state and federal programs. A successful campaign was mounted in support of the $300 million road bond question. A Moore "team" began to develop, oddly enough including some people who had not actively supported candidate Moore during the campaign. His primary consideration was to get the best possible people for the jobs.

Some boards and commissions were revamped. New people were brought into government. He called heavily upon men and women who were recognized as leaders in their communities. He sought people from business, industry, and agriculture who could contribute. A large number of career state employees were elevated to top positions. He recognized the professionalism of government employees and utilized it to the fullest. Some observers said there was less turnover than "normal" and some who left did so only after it became apparent they would not work with the program then in effect.

Economic development matters consumed a great deal of the governor's time. The pace of industrialization quickened, and he forever seemed to be making talks at ground-breakings and dedications. He never tired of that job. Regional Conservation and Development offices were created to provide more localized industry hunting. He participated in Exportunity 1966, a European mission that emphasized trade, travel, and industrialization. He worked closely with the Appalachian Regional Development Program, established the Governor's Advisory Committee on the Piedmont Crescent, and worked to get approval for the Coastal Plains Regional Development Commission.

In the spring of 1966, Governor Moore held a series of total development meetings in various areas of the state. He called upon key people in various state departments and agencies to go and tell local leaders directly of state resources for development. The governor emphasized to the thousands of community leaders who attended that development was also their responsibility and called upon them to support the building of a better North Carolina. Communities with particular problems were invited to contact the governor concerning possible state assistance in finding solutions. Hundreds did, and state agencies responded to the fullest extent possible.

The Governor formed a Law and Order Committee—it later was made statutory— to provide for greater coordination among state law enforcement agencies. Initially it was concerned primarily with the activities of the Ku Klux Klan. The governor repeatedly stated that the organization served no useful purpose and had no place in North Carolina. He emphasized that law violations by its members—or anyone else—would not be tolerated, and strenghtened laws against intimidation and bombings were enacted in the 1967 General Assembly. The Klan soon waned.

It was about midway the administration before the governor began to be recognized for his growing list of accomplishments. He was not an orator. Yet—as his campaign had demonstrated he was most effective in personal meetings with small groups. The approach was never used consistently with representatives of the news media. Nevertheless, as the administration moved ahead, the news media and people generally began to recognize the manner of the man who served as their governor. Judging from mail, conversations, and clippings, his popularity grew with the progression of his term in office.

Still, a governor of North Carolina is considered to be in a much weaker position midway his term than he is at the beginning insofar as the General Assembly is concerned. This thought, however, never fazed Governor Moore as he set about developing his program for the 1967 General Assembly. In many ways it was more ambitious than his first program. He realized that 1969 was his last chance to work with the legislature and there were many things left to be accomplished. In effect, he asked for the moon plus some tax adjustments and got virtually all of it.

Education, of course, received his major emphasis in 1967. The public schools, the community college system, and higher education received about 73 cents of every General Fund tax dollar that he recommended. Programs for health, mental health, and welfare shared in the increases proposed in his budget. He advocated the completion of court reform, including the establishment of a court of appeals, and the updating of election laws for the first time in thirty years. He asked that the Good Neighbor Council be made a statutory body and that the Prison Department become a Department of Correction with funds for needed development and capital improvements.

The governor entered into the "brown bagging" controversy to insure that the principle of control on the sale of alcoholic beverages be maintained. He supported the recommendation of the Tax Study Commission that the General Assembly approve a local option sales tax of 1 percent. It was defeated. So, too, was his recommendation that the people be given the opportunity of voting on a constitutional amendment to permit the General Assembly to fix the age requirements for voting. It could have been the first step toward allowing eighteen-year-olds to vote.

Some of the major legislative controversy of the 1967 session came in the area of higher education. A study was under way and the governor asked that no change be made in the structure of the state-supported system until it was completed. Legislation was introduced, however, to create a state-supported university outside the University of North Carolina system. The governor opposed this and it was defeated. Later legislation was introduced to create a system of regional universities. It was enacted over Governor Moore's strong opposition.

The governor, in addition to recommending a record budget of $2.75 billion, also asked for and received approval of four tax adjustment measures. Solons increased the dependency exemption from $300 to $600, provided an additional $600 exemption for dependents in educational institutions beyond the high school, allowed an additional $1,000 exemption for citizens over sixty-five years of age, and exempted service pay of enlisted men and $500 per month for officers serving in combat zones. These measures of tax relief came, at a time when most states were raising taxes, and yet did not impair North Carolina's services to the people.

Even with the adjournment of his final General Assembly, the workload on Governor Moore did not lessen. North Carolina's population passed the five million mark early in the fall of 1967. To prepare for future growth, he gave a great deal of time and thought to initiating various studies of governmental services. The study of higher education was continuing, of course, but added to it were comprehensive studies of the public schools, the highway system, and the economy. A number of other studies were initiated, all focusing on particular problems and opportunities of state government. These included studies of the state constitution, the state's vocational rehabilitation needs, etc.

Crisis came to North Carolina in April of 1968 in the wake of the murder of Dr. Martin Luther King. Within hours there was rioting in a number of towns and cities. The governor responded quickly to requests for assistance from local governments, utilizing to the fullest the Highway Patrol, the National Guard, and the Good Neighbor Council. ABC stores were ordered closed. The turmoil lasted nearly a week, during which time the governor provided close supervision and direction for the use of state resources. Statewide there was considerable damage, but miraculously no lives were lost.

The governor, of course, participated regularly in the various national and regional meetings for chief executives such as the governors conferences and the Southern Regional Education Board. He was elected chairman of the Southern Governors Conference meeting in Asheville in 1967. He planned the 1968 conference—which met in Charleston, South Carolina—around the desires of the governors and then involved them directly in the programs. The number of outside speakers was limited and there was more opportunity for the governors to interchange ideas.

While continuing his normal duties, Governor Moore took an active role in the politics of 1968. He remained neutral in the Democratic primary but strongly supported Bob Scott and the entire Democratic ticket in the fall elections. On the national scene, the governor was North Carolina's favorite son presidential nominee. He had no serious political ambitions on any level, however. He had emphasized many times that his only ambition was to be a good governor. Following the November election, Governor Moore met with Governor-elect Scott and pursued the program for orderly transition of government which he had initiated earlier and which he felt so essential for the orderly progression of government.

The pace never seemed to slacken for Governor Moore even as the end of his term neared. He appeared to be constantly aware that he had only so long to serve, and he wanted to accomplish as much as possible before he left office. He did not particularly like to fly—there had been some harrowing experiences during the campaign—but he did more and more of it. During his last weeks in office he led a travel-trade mission to South America. He lost his luggage in the process but gained some friends and some business for North Carolina.

The governor sometimes seemed almost to look forward to the end of his term of office. Yet, at other times he expressed the desire to serve longer to see more accomplished. He seemed to wish that he had six years to serve. The additional two years, he felt, would have allowed him to see the fruition of more of his program and most especially he felt it would have allowed him to put into effect some of the recommendations of the comprehensive studies just completed. He saw in them a blueprint for progress.

IV

There was major expansion in state services and tremendous growth of opportunity in North Carolina during the administration of Governor Dan Moore. Some of this progress could be expected from the times. North Carolina was an emerging state. But realistic and progressive leadership was needed to meet the challenges and to take full advantage of the opportunities. Governor Moore supplied that leadership in a quiet yet most effective manner.

He added emphasis to every major program of state government. He provided new resources and new programs for the lesser known but nevertheless important governmental services. Even as he sought to make state government programs more beneficial to the people, the governor worked with the machinery of government. He wanted it more effective and more responsive in fulfilling its duties and responsibilities to the people. Development through fiscal responsibility was his goal for state government. He worked to involve as many people as possible in the building of a better North Carolina.

Governor Moore saw great needs in education and acted to supply them. Substantial appropriation increases were made—including about 400 percent for community colleges. Free textbooks were provided in the public schools and teachers' salaries were increased by more than 30 percent—the highest percentage of any administration since that of Cherry Community college units were increased to fifty—one within commuting distance of more than 90 percent of the population. Record increases were made to state-supported higher education, including capital improvements. Special funds were provided to help meet special needs of the predominantly Negro institutions.

Perhaps some of Governor Moore's finest hours came amid the controversies that swirled about various aspects of higher education—the speaker ban, the role of the Board of Higher Education, and the "one university" concept. He refused to compromise positions he believed to be in the best interest of the state. He recommended—unsuccessfully—a kindergarten program. He firmly believed that education needs should be projected and initiated studies of higher education and the public school system. He felt the studies would provide a sound basis for future development of educational resources.

Culture was given a major boost during the Moore administration by the governor and by Mrs. Moore. A North Carolina Arts Council and the Executive Mansion Fine Arts Committee were formed and made statutory bodies. He appointed a commission to plan for a new state art museum and sought to raise private funds to help build it. The arts and history were major interests of Mrs. Moore, and she was most active and effective in a number of projects of benefit in these areas, including the proposed art museum and the School of the Arts at Winston-Salem. She found time, however, to make many other contributions, such as leading the project to build a chapel at the Woman's Prison in Raleigh.

The governor had deep concern for the handicapped. The mental health program received a major boost during his administration, including funds for a meaningful alcoholic rehabilitation program. Considerable increases were provided in the areas of health and welfare and a comprehensive program of health planning was initiated. A study of vocational rehabilitation opportunities was made. He was concerned about corrections and rehabilitation, and provided, among other things, the funds for major new prison facilities—the first in almost a century.

Law enforcement and justice received a good deal of attention from the governor. His traffic safety program—stressing enforcement, education, and engineering—received national attention. He strongly supported law enforcement agencies and formed his Law and Order Committee to strengthen cooperation among them. He strengthened law enforcement training programs and added new laws against intimidation. Court reform was completed during his administration, and he appointed more judges than any governor in North Carolina history.

The governor was greatly concerned about the problems causing unrest and worked without fanfare to find solutions. He saw economic development with its greater opportunity as being a key solution. Yet he realized that many citizens were ill-equipped to take advantage of their opportunities. He sought to make state programs—particularly the community college system, housing, recreation, employment—more relevant to the disadvantaged. He worked with local governments in these areas and developed the Good Neighbor Council into a stronger and more effective organization.

Conservation was close to the governor's heart. He had served on the Board of Water Resources and saw the importance of conservation of resources for the future. He created, from existing agencies, the new Department of Air and Water Resources, and he sponsored the formation of the state's initial program in air pollution control. He also created an interagency Council on Natural Resources which formulated a meaningful estuarine program. More land was added to the state parks system during his administration than during the previous twenty years and study was made of the state's long-range recreational needs.

The largest road building program to date in the state's history was undertaken during the Moore administration. It involved more than ten thousand miles and was possible only because of the approval of the $300 million road bond issue, recommended by the governor. He recognized that North Carolina's future development depended on good highways and sponsored the study of long-range needs.

Development of the state's economic resources received a major portion of Governor Moore's attention. He promoted mechanization and diversification of agriculture and sponsored the largest building program in history for the state ports. His industrial development program was the most successful in history, totaling more than $2 billion, or about $2.25 million per day. It was as much as in any previous eight-year period. He formed a Council on Economic Development, which studied and made recommendations on strengthening the economy.

The governor worked effectively to strengthen the effectiveness of state government. Planning, management, and the updating of budget procedures received special attention. For state employees he provided salary increases averaging 16 percent, initiated a sound management development and training program, and recommended legislation protecting individual rights in political campaigns. He created the State Planning Task Force to help coordinate programs, to assist local governments, and to aid in state planning. Committees were formed to work in urban affairs and housing. He initiated a study of the state constitution and pioneered in cooperative transition between administrations.

These, of course, are only a few of the highlights of the Moore administration. (A more complete summary can be found in his "Report to the People," December 30, 1968).* A great deal was accomplished in the four-year period. The Moore administration made North Carolina a better, more meaningful state for its people and left it with greater potential for the future.

Governor Moore himself felt good about the accomplishments of his administration. He recognized that it had more than fulfilled the promises made during his campaign for governor. It had done the best job possible. Perhaps there were some alternatives that could have been taken. Perhaps a particular program could have been pushed a little harder. But the total effort of Dan Moore could not have been greater, and it is doubtful that the final overall record could have been improved. Certainly, the governor was satisfied he had done his best. He had made the most of his opportunity to serve.

No one recognized more than Governor Moore, however, the valuable assistance he had received during his administration from countless people both within and without government. He was quick to give credit to men who worked closely with him even as he had been quick to recognize their talents and their ability to contribute. He realized, too, that the record of his administration had depended on the Council of State, his staff, other state officials and employees, and the hundreds of men and women who served on boards and commissions.

Governor Moore was fully aware—and most appreciative—of the support given his program by Lieutenant Governor Robert Scott, House Speakers H. P. Taylor, Jr., and David Britt, and the men and women who served in the General Assembly during the years of his administration. His record was their record. Most especially, however, the governor felt indebted to the people of the state. They had elected him—given him the opportunity to serve—but, more, they had seen what he was trying to accomplish and generally they actively supported his efforts.

But it was Dan Moore's administration. It was he who captured the spirit of North Carolina as few men do and it was he who made the most of the opportunity given him. He came into office with a strong belief in the people and their ability to do what was right and what was needed and that belief never waivered. He listened to the people, and he led a state a long way up the road toward the goal of total development.

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* See pages 556-569.

INAUGURAL ADDRESS

INAUGURAL ADDRESS

MEMORIAL AUDITORIUM, RALEIGH

January 8, 1965

[January 8, 1965, was a day of triumph for Governor Dan K. Moore who had won the hard race to the Governor's Office. Addressing legislators, state officials, and citizens from all sections of North Carolina, the governor promised "honest, efficient, and economical government." The tone of the address was optimistic, but the new chief executive recognized the fact that challenges meant problems to be solved; he accepted "without reservation the grave responsibilities."

The address met with enthusiastic response, being interrupted by applause fourteen times, and newspapers throughout the state acclaimed the remarks. The Raleigh *News and Observer* for January 9 referred to Moore as being obviously sincere when he addressed himself to the responsibilities he faced, adding that he had the prayers and best wishes of the people. The *Asheville Citizen-Times* commented: "The tone of Gov. Moore's inaugural address was strong, honest, optimistic, yet realistic, just like the man himself. . . ." The *Charlotte Observer*, January 10, felt the speech "echoed his successful campaign for the governorship." It added a note to the effect that "the governor apparently has done some early and effective spadework on specifics." The *Winston-Salem Journal* commented, "But in his initial appearance as governor before the people who elected him, Dan Moore has given substance to the hopes that he would be the firm and imaginative leader that the times demand." The January 8 *Wilmington Morning Star* observed, "Dan K. Moore becomes North Carolina's new governor today amid an atmosphere of high hopes and public enthusiasm seldom associated with the inaugural tradition."

Raleigh Police Captain J. Herbert Hayes had predicted a large crowd for the inauguration, noting that people from western North Carolina were "really turning out." He later gave an estimate of 100,000 for the crowd watching the parade. All in all, the enthusiastic response from participants and onlookers in inaugural ceremonies led to the conclusion that the beginning of the new administration was indeed an auspicious occasion.]

My fellow North Carolinians:

I come to this rostrum today with pride and with humility.

I come with pride in the privilege you have given me to serve a great state and a great people.

I come with humility—humility born of a deep awareness of the responsibility that this privilege of service imposes.

The road from Canton to Raleigh has been a long road. But we have at last arrived. Despite the rough jolts and sharp turns of the trip, my wife, my family, and I have enjoyed every mile of the journey. It was a heart-warming experience we shall never forget.

The road from Canton to Raleigh carried us through every county and into most communities in North Carolina. It took us into the lives of many different people—farmers, textile workers, housewives, schoolteachers, fishermen, state employees, truck drivers, doctors, lawyers, and many, many others. We listened, we asked questions, and we gained a new awareness and a deeper understanding of our state's greatest resource—its people.

At times we were discouraged and tired. But all our difficulties and doubts faded into insignificance as we were bolstered by the unfailing kindness, courtesy, and understanding of people everywhere.

Today, as I took the oath of office, I felt that I had their goodwill. It is they who made our trip worthwhile. It is they I will seek to serve.

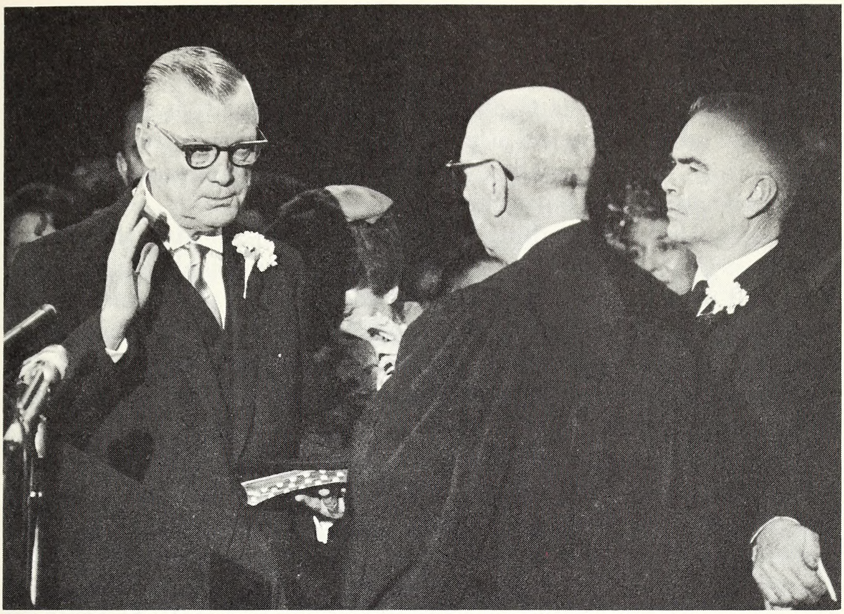
Mrs. Moore and I are grateful for the presence here today of so many friends and neighbors from the hills of home. I was born, reared, and have spent most of my adult life in that section of the state which lies west of the Blue Ridge. My forebears have lived in that beautiful region since it was first opened to the white settlers. As Thomas Wolfe wrote: "Each of us is all the sums he has not counted."

While I am naturally proud of my mountain heritage, I know and appreciate all the people of North Carolina, whether they live on the wide sandy beaches of the Outer Banks, the black loam of the Coastal Plain, the red clay of the Piedmont, or the rocky slopes of our Mountains. During the next four years I will be the governor of all the people.

I have taken the oath of office without any reservations. It is my firm resolve to devote to my official duties during the next four years all I have in ability, vision, and energy. I will have no conflict of interest to sway my judgment and no unworthy ambition to promote.

North Carolina has grown and flourished under the guidance of many able governors. We all are beneficiaries of their efforts to improve our public schools, colleges, highways, mental hospitals, state ports, fiscal stability, conservation and development of natural resources, agriculture, industry, cultural achievements, and humanitarian services.

My administration will build upon the solid foundation of state services that these past leaders have provided for us. Each of these governors represented principles and causes supported in his day and time by thousands of North Carolinians devoted to the well-being of our state.



Governor Dan Moore takes the oath of office on January 8, 1965, from Chief Justice Emery B. Denny. Senator Ruffin Bailey is seen at the right. (Photograph from Dan K. Moore Photograph Album, courtesy of Governor Moore.)

Any evaluation of these achievements must recognize the vital role played by our General Assembly. North Carolina has been fortunate to have the services of dedicated, able legislators down through the years. I look forward eagerly to working with members of the 1965 General Assembly. The door to my office will always be open to them.

Similarly, credit for progress in our state must be given to the North Carolina Supreme Court and the entire judiciary. Justice based on law administered by dedicated and qualified justices and judges has been the hallmark of our solid progress. It must continue to be.

While we have had outstanding governors, legislators, and judges, it is the people of North Carolina who have actually made our progress a reality. North Carolina has acquired its own character, tradition, and history through the struggle, sacrifice, courage, and hard work of men and women who met their own responsibilities.

It will not be my purpose here today to restate the details of a program that has already been submitted to the people during more than a year of campaigning. I have an obligation to carry out that program, and my total energy will be devoted to that task.

My purpose today is twofold: to state the spirit that will guide me in the administration of your state government, and to call on all who love North Carolina to join me in a new dedication to the total development of our state.

Stated briefly, my administration will seek to give the people of North Carolina honest, efficient, and economical government. We shall utilize people who are skilled, creative, productive—who have a strong feeling of ethical responsibility. We shall work closely with the lieutenant governor, with the speaker of the House of Representatives, with the Council of State as provided in our constitution.

We shall always stay in close touch with the North Carolina delegation in Congress, particularly in these days of crisis in the tobacco industry. North Carolina, along with the other sovereign states, will stand solidly behind the president of the United States as he seeks to carry out his responsibilities in the continuing struggle against communism and seeks to preserve peace in a troubled world.

Integrity in public service will be a watchword of my administration. The sole purpose of state government is to serve our people's needs faithfully and well. It should serve no other purpose.

My administration will be a government of laws and not of men. The law is just as binding on the governor and all other public officials as it is upon the humblest citizen of this state. No one is above or beyond the law. Each of us is equal when we stand before the bar of justice. We shall see that the law is impartially enforced without fear or favor.

Today let us rededicate ourselves to the virtues and high principles of public service that have contributed so much to bring North Carolina to this day of great promise. I will provide the firm leadership that will give North Carolina a government that is dynamic, a government that is compassionate and tolerant, a government that looks realistically at the hopes and aspirations of every citizen.

Ours is a fast-moving age, an age of promise, an age of change. If we are to compete in this age, as we must, then we will approach these changing times with an open mind and with a determination to take full advantage of all opportunities they may afford.

At the same time, we must acknowledge that there are values and principles that do not change; that change merely for the sake of change is not progress. In many areas in recent years, we have seen an erosion of the human spirit, a complacency that is frightening, a fatalistic acceptance of political and economic trends that threaten basic concepts precious to North Carolinians. We have seen the growing strength of socialistic schemes, the rise of big government, the not-so-gradual weakening of the free enterprise system. We in North Carolina are opposed to these trends.

I believe strongly in the American system of free enterprise. Its incredible productivity and vitality have provided our state and nation with an ever-improving standard of living. We must continue to encourage and strengthen free enterprise, whether local, state, or national. Sound growth and expansion in business, industry, agriculture, commerce, utilities, transportation, and communications are essential to the total development of North Carolina. Research, science, and technology are other vital components which must be encouraged. And we should never forget the value of cultural enrichments in the lives of our people, and the preservation of beauty in our state.

The decisions of my administration will be made in keeping with our proven traditions of good government. Each issue will be judged on its merit. When caution is dictated, let us, in keeping with our tradition, have the courage to be cautious. If boldness is dictated, let us, in keeping with that same tradition, have the courage to be bold.

I hold the firm conviction that North Carolina stands at this moment on the threshold of greatness, looking to an era of unprecedented prosperity and growth. We have come to the moment when our dreams can become a reality, not because fate willed it, but because North Carolinians in past years have made this possible.

The challenge before us now is to move forward. It is an exciting challenge. And it is one that North Carolinians will meet with a new enthusiasm, building proudly and with confidence on the sound foundation we inherit from the past.

From this threshold of greatness, North Carolina will move forward in education. Heartening as our educational progress has been, we must not be complacent. Much more remains to be done in public schools, in community colleges, and in our institutions of higher learning. We must give to all our children the

Reviewing the inaugural parade on January 8, 1965, are former governor and retiring United States secretary of commerce, Luther H. Hodges; former governor, Terry Sanford; newly inaugurated Governor Dan K. Moore; and Lieutenant Governor Robert W. Scott. (UPI photograph.)

best that we can provide in educational opportunity. Less than that would be a cruel disservice to these children and to North Carolina.

Education is a capital investment in the future of our state. The direct and indirect return on that investment can and will stagger the imagination of our people and quicken the economic pulsebeat of our state. The simple fact is that today the well-educated man or woman has become the single most important capital resource in our society.

From this threshold of greatness, North Carolina will move forward in all major segments of our economy. We must have more new and expanded industries, more diversified and profitable agriculture, more and better rural roads, primary and urban highways, and improved health and medical care. We must have improved courts, better humanitarian services, and good human relations.

One crucial problem which must be attacked immediately with new vigor and new ideas is being spelled out in blood on our streets and highways each day. The crisis in traffic accidents leaves us no choice but to recommend constructive action by the 1965 General Assembly. I shall have specific recommendations on traffic safety and other parts of my legislative program when the General Assembly convenes in February.

We realize, of course, that whatever advancements we may be able to make in education and other basic state services must be made within the limits of available state revenues.

Considering the fact that North Carolina performs many services on the state level, I do not consider that we are a high-tax state, but I do contend that our taxes are high enough and should not be increased. So all who desire more revenue for the public service should do everything possible to assist in the further industrialization of our state, in diversification of agriculture, and in an all-out effort to increase our per capita income.

To meet the challenge of 1965 and the years ahead, each of us must contribute the best we have to offer. I wish to call upon North Carolinians of every section, of every race, of every political affiliation, of every station in life, to help us realize this dream for a greater North Carolina.

It is my hope that all men and women in our state will share in this endeavor. I want them to feel that they can make a contribution, no matter how small, to the building of a better North Carolina. My administration will seek their active support, their continued interest, and their suggestions on how we can reach this worthy goal.

To me, North Carolina is a great and good community—one giant neighborhood extending from the mountains to the sea. Such a community represents the hopes, the dreams, and the aspirations of all our people. This concept of the great and good community is not mine alone. It comes to me from the hearts of the people themselves, the people with whom I have talked and whose voices I have heard.

The challenge of the hour is great. The potential of our people to achieve is unlimited. The question is: Are we really prepared to take advantage of the great opportunity now before us? We are, if we as a people all work together.

Yes, the road from Canton to Raleigh has been a long one. That journey is ended. Today I begin a new journey to serve the people of North Carolina as their sixty-first governor. I accept without reservation the grave responsibilities.

As Governor Zebulon B. Vance said in his inaugural address on January 1, 1877:

> "Let us remember that good government confers not of itself wealth, prosperity and happiness, but only places them within our reach, and renders it possible for them to be acquired by those who seek them with energy, industry and integrity. . . . Above all, let us learn to use our great victory with moderation and justice, and strive to wield the power which is this great day given us, as those who must render an account, both here and hereafter."[1]

I believe no man can accept such high office without a realization that the hand of divine guidance is present in all our mortal struggles for a better life. As expressed in the familiar hymn:

O God, our help in ages past,
  Our hope for years to come;
Be thou our guide while life shall last,
  And our eternal home!

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[1] See the *Raleigh Sentinel*, January 2, 1877, for the full address given by Vance.

MESSAGES TO JOINT SESSIONS OF THE GENERAL ASSEMBLY

MESSAGES TO JOINT SESSIONS OF THE GENERAL ASSEMBLY

[Governor Dan K. Moore delivered three addresses to the joint sessions of the Senate and the House of Representatives during 1965 and three during 1967. He also addressed joint sessions at the two extra sessions, held in November, 1965, and in January, 1966. All of these were delivered by the governor in person. They are printed in the *Journal of the Senate of the General Assembly of the State of North Carolina, Session 1965*, pp. 14-26, 138-146, and 252-261; the *Journal of the House of Representatives of the General Assembly of the State of North Carolina, Session 1965*, pp. 22-35, 206-214, and 346-355; the *Journal of the Senate . . . , 1967*, pp. 14-28, 31-48, and 178-188; the *Journal of the House . . . , 1967*, pp. 29-43, 50-67, and 275-285. The journals of proceedings of the 1965 and 1966 special sessions are included in the 1965 volumes. Governor Moore's message to the 1965 special session is found on pages 837-844 and his message to the 1966 special session on pages 877-879 of the *Senate Journal* and on pages 14-24 and 12-15, respectively, of the two extra session sections at the back of the *House Journal*.

In addition, routine messages concerning appointments were sent to the Senate and to the House by the governor. (See pp. 498-499, *Senate Journal, 1965*, and pp. 70-72, 79, 817, *Senate Journal, 1967*; pp. 701-702, *House Journal, 1965*.)]

LEGISLATIVE MESSAGE

February 4, 1965

[The first speech of Governor Moore to the 1965 session of the General Assembly won approval from many sources. The *News and Observer* for February 5 quoted comments made by several legislators: Senator Samuel Whitehurst from Craven County, "I thought it was a very good and very constructive program—one I hope we can find funds for." Lieutenant Governor Robert W. Scott, "I liked his giving priority to education. . . ." Senator Robert Morgan, "I think it was the most comprehensive program I have ever heard. It spelled out the problems and came out with recommendations toward a solution." Senator Carl Venters, "I thought it was very well done. I'm inclined to think he'll get the great majority of the program he recommended." The same day the *Charlotte Observer* predicted that "unless the governor or the General Assembly pulls some fiscal rabbits out of the hat in the next four months, the legislators can't give him what he asked and keep the budget balanced in the process." On February 7 the same paper observed: "Whatever the Moore brand of fiscal magic, he has at least shadow-boxed himself out [of] the charge that he would rein North Carolina up short to rest a while." Early in March Governor Moore referred to the February report on state revenue collections as justification for "my optimistic viewpoint about the future of North Carolina."]

INTRODUCTION

Mr. President, Mr. Speaker, Members of the General Assembly of North Carolina:

We are convened here today at a moment in the history of our state when the burdens of our responsibilities as elected officials are surpassed only by our opportunities for achievement in the public interest. At this moment, North Carolina stands on the threshold of greatness. The impetus to move into this period of promise must come from you and me working together with all the people of North Carolina.

Each of you is in a position of high public trust. I know and respect the qualities of character and performance that have led to your election and reelection to these positions of service. Having served in this great legislative body, I appreciate the complexity of the many important tasks that will confront you.

Yesterday each of you swore to serve our state faithfully and to the best of your ability. I know each of you is dedicated to carrying out that oath of office. You can make this one of the greatest general assemblies, and together we can do much good for North Carolina and our fellow citizens. As a lifelong Democrat, I am proud of the heritage of good government which the Democratic party has made possible through legislatures of the past sixty years.

I look forward to working closely with each of you in a constructive, cooperative effort to meet our mutual responsibilities. Together we must grasp the opportunities which are here for North Carolina. With the public interest ever foremost, you can count on my complete and untiring cooperation.

During the last year I have traveled the length and breadth of our state—visited in each of your counties, each of your districts. I have talked at length with our people and have listened to what they have said. My inaugural address reflected the spirit of our people.

My program is designed to reflect, perpetuate, and strengthen that spirit. It is my firm belief that this program will move North Carolina closer to the goal of a more abundant life for every citizen. This program will help us to realize the opportunities for achievement that are ours today as never before in history.

PUBLIC EDUCATION

If North Carolina stands on the threshold of an era of unprecedented prosperity, as we have every reason to believe it does, then the path we must follow to achieve that goal is education. It is the first responsibility of state government and it must be given attention commensurate with that responsibility by this General Assembly.

Much progress has been made in education in recent years. Even now plans are being made across the state to utilize fully the $100 million school bond issue for capital improvements which the General Assembly authorized, which I advocated, and which the people approved. But North Carolina is still behind in a great many areas of education, and now we must take specific steps to catch up.

I recommend that this General Assembly:

First, reduce class size by three in grades one through three, and by one in grades four through twelve.

Second, provide a salary increase of 5 percent for public school instructional personnel for the first year of the biennium and 5 percent for the second.

Third, provide additional guidance counsel and remedial teachers.

Fourth, restore the continuing contract for our teachers.

Fifth, extend the term of employment for public school principals.

Sixth, relieve students and parents of the burden of paying necessary school and book fees and initiate a study to find ways of eliminating unnecessary fees.

And seventh, strengthen our school lunch program to insure that hunger is banished forever from the classrooms of North Carolina.

North Carolina should spare no effort to reduce the dropout problem. We must expand the vocational training program for both young people and adults. Special classes must be provided for the emotionally ill and the retarded and for the gifted. The first responsibility, however, is to the average student; and the second is to the teacher on whom the success of any educational program rests.

We must appraise and reappraise the various experimental programs now being conducted in education. If, in the judgment of our state education officials, these experiments show promise, they will be continued. If not, they should be discontinued and new avenues sought to meet the growing challenge of education.

I strongly oppose any federal control in the North Carolina public school system. In these changing times, however, we recognize that the federal government has involved itself in public education. There are now new laws and regulations which will change the way many of our schools are operated. As much as we dislike these changes, I remind you of our state's proud heritage as a peaceful and law-abiding people. The law must be obeyed.

HIGHER EDUCATION

North Carolina must act now to insure that its every son and daughter with a capacity for college work is given the incentive and the opportunity to attend a college of exceptional quality. This is a goal of my administration.

Our state-supported institutions of higher learning must be expanded physically and academically. I am deeply concerned about the capital improvement needs of our state colleges and the university. This is a matter which deserves your careful consideration, and I expect to speak directly to this problem in my budget message to follow at a later date.

Our facilities for vocational training, our industrial education centers, and our technical institutes must continue to expand. Full support must be given to the community colleges. We must be concerned with and we must give every possible encouragement to the private and church-related institutions that have contributed so much to the well-being of North Carolina.

The University of North Carolina is today and will remain the single most important factor in higher education in our state. I am convinced of the value of the One University concept, and I will vigorously oppose any effort to deprive this state of the positive benefits of consolidation. We must strengthen rather than weaken the total university at Greensboro, at Raleigh, and at Chapel Hill. In addition, I strongly recommend that the fourth campus of the university be located at Charlotte as proposed by the university trustees and approved by the State Board of Higher Education.

I do not believe that the trustees of the university are properly apportioned at this time. I recommend that the General Assembly appoint a commission to study the role of the trustees in our university system, the method of their selection, and the representation of the various campuses on the board of trustees. In view of the campus which I recommend be added at Charlotte, this is the logical time to reexamine and improve our system of trustees. Meanwhile, when you consider the selection of trustees at this session, every effort should be made to equalize representation more fully.

Governor Moore addressed a joint session of the General Assembly February 4, 1965. In the foreground, left to right, are Mrs. David Hall, sister of Governor Moore; Mrs. Edgar Blanton Hamilton, daughter; and Mrs. Moore. (AP photograph.)

My position on the Speaker Ban Law is well known. As important as this law is and as important as the proposed name change for North Carolina State is, neither issue should be allowed to weaken our consolidated university. Both should be settled promptly. The welfare of the university should be your overriding concern in approaching these and related matters touching our university system.

According to the State Board of Higher Education, there will be more qualified students applying for admission to institutions of higher learning this year than can be admitted. Some applicants must be turned away because of inadequate facilities. A deepening of this crisis in higher education appears certain to develop in the years immediately ahead. This is a matter of great importance to the General Assembly, and I ask that you give this problem your full consideration.

I am asking the State Board of Higher Education to give the General Assembly and me for our joint consideration its recommendations on the request from our institutions of higher learning for new facilities. In view of the overwhelming requests for capital improvements, there must be clear-cut priorities established which are based on goals defined by our State Board of Higher Education.

STATE HIGHWAY COMMISSION

In the interest of economy, efficiency, and integrity in the building of highways, I recommend to you a reorganization of the State Highway Commission. It is not necessary that I go into all of the changes involved. A bill incorporating the details of my proposal will be introduced into this General Assembly.

Let me say, however, it will provide for a chairman who also will have the title of director of highways and who will give his full time to his duties. Under regulations previously adopted by the commission, he will have the authority of the commission when it is not in session.

In my proposed reorganization, the commission will be reduced to fourteen members. They will serve on a per diem basis and will fairly represent every section of the state but will subscribe to the statewide concept of our highway system.

There will be a state highway administrator responsible to the commission who is to be a career official and who will have charge of the administrative operations of the commission. There also will be a director of secondary roads who, representing the commission, will act in close cooperation with boards of county commissioners throughout the state.

The bill will provide penalties and forfeiture of public office if any commissioner or employee of the commission shall use his official position for his own private interest. There will be an additional provision to make it unlawful for anyone dealing with the Highway Commission to promise or offer anything of value to any member of the Highway Commission or its employees for the purpose of influencing the action of such commissioner or employee.

The purpose of this reorganization will be to pinpoint clearly responsibility for the handling of highway funds, as well as every phase of highway activity, and as far as possible, to remove the construction of highways from the blight of self-interest or political favoritism. In view of the large sums that will be spent during the next four years for highways, it is essential, in my opinion, that this reorganization be adopted. It combines some of the best phases of all the reorganizations of the past and will help to guarantee that the people will get a dollar's worth of roads for every dollar spent.

If this General Assembly agrees with me and adopts this plan for reorganization, I pledge to you and to the people that I will appoint to this commission men of outstanding experience, ability, and integrity who, I believe, will be true to their trust. North Carolina deserves and must have such leadership on its Highway Commission.

ROAD BONDS

To meet North Carolina's ever expanding road construction needs, I recommend that you authorize a $300 million road bond issue, subject to a vote of the people, to be spent over a five-year period. Of this $300 million, I recommend that $150 million be spent on the primary system, that $75 million be used for highways within our municipalities, and that $75 million be used for secondary roads. Where it would appear to be more economical, I urge that these roads be constructed by free enterprise upon the basis of competitive bids.

I recommend that this bond issue be financed within the present tax structure utilizing the one-cent-per-gallon tax which has financed the secondary road bond issue of 1949. This tax can adequately provide for the $300 million bond issue after the 1949 bond issue is provided for in 1966. Until this is accomplished, I recommend that the debt service for the new bonds be derived from current revenues of the Highway Fund.

The legislation to be introduced will spell out as nearly as possible how these funds will be spent in each county and each municipality of the state. If the General Assembly authorizes this bond issue, the referendum should be held promptly. We need to get under way on this program which will go far toward providing North Carolina with the modern highway system which we must have to serve our people and our expanding economy.

FISCAL POLICY

We must keep our state fiscally sound. I subscribe to the doctrine of the balanced budget. I endorse the record of our state extending over many decades for economy, efficiency, and integrity in fiscal affairs. Our management of the public debt of the state has earned for us an AAA rating—the highest rating for state bonds. It will be a major objective of this administration to preserve our high credit standing by continuing the sound fiscal policies that have generally been characteristic of our state since the adoption of the Executive Budget Act in 1925.

Adequate tax revenues are necessary if the state is to maintain present levels of service and meet the requirements of normally expanding services in the future. There is every indication, however, that our growing economy will provide the necessary revenue to meet our state's needs. Therefore, in keeping with a promise made by me frequently during the past year, I oppose any increase in taxes.

Taxes in North Carolina are already high enough, and if it should appear that revenues are coming in at levels in excess of budget needs, I would urge that the General Assembly give serious consideration: (1) to amending the state income tax law to increase the exemption allowed each dependent from the present $300 to $600; and (2) to providing exemptions for North Carolinians who are sixty-five and older that are comparable with the provisions of the federal income tax law.

These measures will provide tax relief where it is most needed—among young couples with children and among our older people.

Since the relief here recommended is desirable, we will watch with interest the monthly reports of revenue collections made by the Department of Revenue which by April should forecast with reasonable certainty the size of the surplus as of June 30 of this year and the levels of revenue that may be expected in the next biennium.

INDUSTRIAL DEVELOPMENT

Industrial development is an important key to providing more jobs, more job opportunities, and a better way of life for all our people. Creation of new local industries, expansion of existing industries and the location in North Carolina of new out-of-state industries will be major goals of my administration. The direct result will be a higher per capita income for our people.

Through positive, active leadership, the State Department of Conservation and Development must keep North Carolina in the forefront of modern industrial growth and development. As governor, I shall give my full support and personal attention to every aspect of the state's program. I shall call on leaders of business, industry, commerce, and the professions to lend their talents and know-how to increase our rate of development and to improve the scope and quality of our search for productive industrial prospects.

We must maintain the sound policy of offering new industry the same benefits and services now available to our existing industries which have contributed so much to our economic growth and prosperity.

There is a definite need for a closer, more effective relationship between the Division of Commerce and Industry and all communities and counties in the state. I am giving careful study to ways and means of locating trained staff members of the Division of Commerce and Industry across the state to assist more directly in the economic development of each county.

While I doubt any additional funds will be needed, if it develops later that they are, I will ask for your support to accomplish this grass-roots program.

NATURAL RESOURCES

Our natural resources are a sacred trust passed from one generation to the next as a foundation upon which to build a better state. We are fortunate in the abundance of our resources. We have done well in beginning to conserve and develop these gifts of nature. The job is not completed, however, and our programs must be maintained or accelerated.

In forestry, we have set the pace in the Southeast but the job is far from finished. Our mineral resources must be more fully developed. Our park system is one of the finest in the country, but it has room for improvement. Recreational needs deserve your full consideration. There is still work to be done to protect our Outer Banks and other coastal areas. Our soils and our wildlife must be conserved. Our water resources are becoming more and more important. We must maintain our efforts to insure adequate supplies of clean, usable water for the future.

HEALTH AND WELFARE

The health and the welfare of our people are major concerns of this administration. State agencies with responsibilities in these fields are to be commended for their past work. One of our most urgent needs is for more trained personnel in all health and welfare agencies.

There are the underprivileged young, the infirm, the handicapped, and the elderly among us who cannot provide for their own physical needs. These people must be assisted by our State Department of Public Welfare, and, wherever possible, they must be rehabilitated for their own good and for the good of North Carolina.

All of us have heard there is misuse of public welfare programs. These incidents are few in comparison with the good being done. But we do have a responsibility to correct any misuse. Much of this can be accomplished through careful administration, and I will work closely with welfare officials to bring this about.

Protection of the public health is an essential service of state government working in cooperation with local governments. I recommend general support for the program of the State Board of Health and other health-related agencies and institutions. These and other programs supported by the State Medical Society and private medical centers throughout the state will receive my personal attention.

The mentally ill must have our special consideration. Much has been done for these people in recent years, but we still have much to do. We must carry mental health treatment to the community level. I recommend that we provide the necessary facilities to meet the needs of all our mentally ill.

Mental retardation is a problem of deep concern to everyone. Some mentally retarded children below the age of six have been denied treatment and custodial care in state facilities. This policy should be changed to provide help for the children of parents who desire such assistance.

Alcoholism is a disease which demands our immediate attention. Over fifty thousand of our fellow citizens are classified as alcoholics. Considerable research is being done in this area. I urge you to study this problem and to utilize all available knowledge on the cause and prevention of this disease. I recommend the immediate establishment of two additional alcoholic rehabilitation centers—one in the eastern part of the state and the other in the western part.

I also ask you to give special attention to the varied and complex health problems that confront our older people. They have given and are giving much of themselves to the building of this state, and we have the responsibility and the privilege of working to solve their problems in the health field and elsewhere.

CORRECTION AND REHABILITATION

The administration of justice demands that punishment be given where deserved; however, rehabilitation must be the guiding principle of our prison, parole, and probation agencies.

Our rehabilitation program must be strengthened and special attention must be given to the young offender, the alcoholic, and the mentally or emotionally disturbed person. Each inmate must be provided with more effective guidance. He must be given the incentive to be a more responsible and productive citizen.

Proper guidance and incentive also must be given our boys and girls who have violated the law. Outstanding progress has been made in our correction and training institutions. But nothing should be left undone to give these youngsters the opportunity to learn, to develop, and to reenter society as responsible young men and women.

An important part of our penal program is the supervision of those on parole and probation. North Carolina has been a pioneer and leader in these fields. The state has reclaimed a great number of lives and gained considerable economic benefit because of these programs. They deserve our continued support.

COURT IMPROVEMENT

Implementation of the recent changes in the judicial article of the constitution is important to the proper administration of justice. The 1963 General Assembly, as you know, established the Courts Commission to draft the necessary implementing legislation.

As a former judge and as a citizen, I have an abiding interest in the improvement of our system of courts. Therefore, I endorse in general the recommendations of the Courts Commission, especially those to create a uniform system of lower courts and uniform court costs.

LAW AND ORDER

As I stated in my inaugural message, no one is above or beyond the law. As governor, I shall not tolerate violence or lawlessness anywhere in North Carolina. We shall insist that the law be impartially enforced without fear or favor.

HUMAN RELATIONS

Continued progress in human relations is essential. Substantial progress has been made in recent years. Some feel we have moved too fast; others, that we have moved too slowly.

I believe and sincerely hope that we in North Carolina have come to a time of calm and sensible reappraisal in this area. North Carolinians generally have become more rational and more tolerant of the views of others, and they have a better understanding of the reasons for these views.

A time of reappraisal, however, is not a time for complacency. The problems have not passed. They will require our constant and sincere attention in the days ahead. I am initiating a study of the role state government is playing in this area through such agencies as the Good Neighbor Council. If these programs are meeting the need, they should be continued. If not, we will find new programs.

I do not foresee the necessity for specific legislation in the area of human relations, but I do welcome any advice and suggestions you may have. Your interest and mine are identical: protecting the rights of all North Carolinians and insuring that every citizen has an opportunity to develop his talents and use these talents to help us build a better North Carolina.

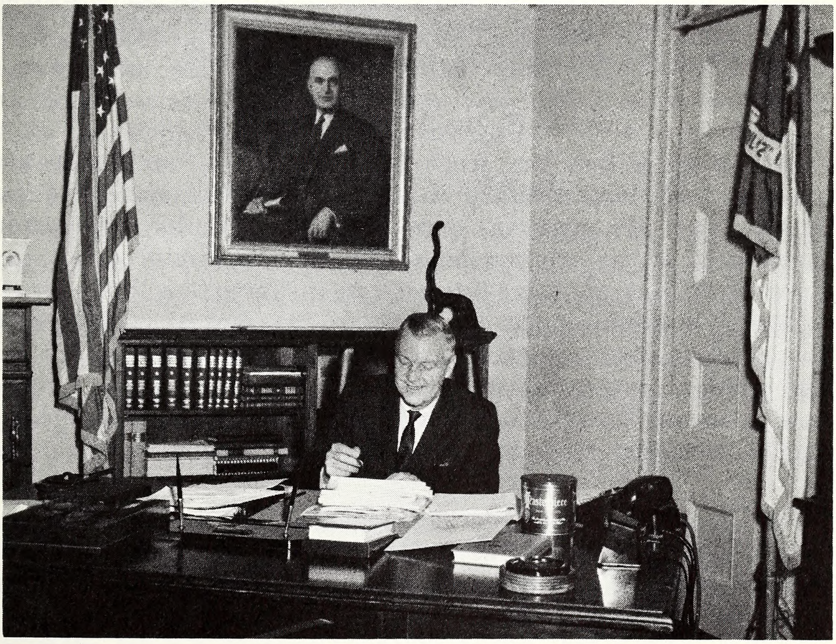
AGRICULTURE

Agriculture has a time-honored place in the life and the economy of North Carolina. If our state is to move across this threshold of greatness where we now stand, our agriculture and related industry will have to provide much of the impetus. For this reason, my administration is going to give vigorous attention to all of the opportunities, as well as the problems, of agriculture.

Tobacco, our major crop, is being threatened as never before, both by overproduction and by a health scare. We are going to spare no effort to resolve the difficulties that confront our 165,000 tobacco farm families, and in turn, that large segment of our economy geared to tobacco. And I include here the 40,000 North Carolinians who earn their livelihood from the manufacture of tobacco products.

The overproduction of tobacco has forced drastic cuts in acreage allotments. The emphasis on ever increasing production per acre has seriously affected the quality and usability of our tobacco. The existing federal acreage allotment program is apparently inadequate as a means of controlling production, and Congress is now considering changes in it.

I recommend that this General Assembly take immediate action to consider this problem of overproduction and changes in the acreage allotment program being recommended by our tobacco leadership. After study, I urge you to make your views known.



Governor Moore is working at his desk in the State Capitol. The portrait is that of Governor O. Max Gardner. (Photograph supplied by Charles Dunn.)

As governor, I will work closely with our congressional delegation to secure necessary legislation. I need the advice and the help of the General Assembly and the people in dealing with this problem.

In view of the recent health scare, I recommend that you consider the advisability of further state research efforts in this area.

I also urge you to support diversification of our agriculture with every means at your command. Animal agriculture has a great future in North Carolina, and I hope you will promote it as diligently as we do our important money crops. My administration will encourage the production, processing, packaging, and marketing of a wider variety of farm products with special emphasis on food commodities. The present offers a golden opportunity for North Carolina to move more into the market for processed foods, and we intend to make the most of this opportunity.

In all our efforts to take advantage of agricultural opportunities, I intend to use the experience and programs of our State Department of Agriculture, North Carolina State University, and the various farm organizations. My cooperation with them will be coordinated through my special assistant for farm affairs[2] with the advice of my Agricultural Advisory Committee.

BANKING, TRADE, AND COMMERCE

Operating within the scope of present law, our banks are meeting their responsibility in the economic development of our state. They are able to earn reasonable profits within the framework of the existing laws. Therefore, I would oppose any effort to increase the legal interest rate in North Carolina.

North Carolina must be alert to the fact that American business is highly mobile and has become more and more interstate in nature. At the present time there is no one body of law governing commercial transactions in this state. As a result, our businessmen, their customers, and suppliers in this and other states are often handicapped by the lack of uniformity of commercial law between North Carolina and other jurisdictions. In view of this need, I request that you give careful consideration to enactment of the Uniform Commercial Code.

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[2] Wayne A. Corpening, native of Henderson County; B.S., North Carolina State; former county agent and district farm agent; World War II veteran; joined Wachovia Bank and Trust Company, 1953, becoming manager of Agriculture Department and vice-president; special assistant to the governor for farm affairs, February 1, 1965, until appointment as director of Department of Administration, October 1, 1967. "Men of the Year—In Service to Agriculture," *Progressive Farmer*, 80 (January, 1965), 25; "Public Positions: Appointments and Advancements," *We the People of North Carolina*, XXV (October, 1967), 26; news release of Governor Moore, January 29, 1965.

UTILITIES

North Carolina is very fortunate in the quality of its utilities and in the dedication to public responsibility so frequently evidenced by the people who control those utilities. I do not think we could find a better example of this dedication than the unselfish manner in which the private power companies and electric cooperatives recently resolved their differences.

This settlement was, of course, in the best interest of the parties concerned, but much more significantly, it was in the interest of this state and its future. All who had a part in these deliberations are to be commended. It is my sincere hope that their recommendations will meet the approval of the General Assembly as well as the municipalities and others who have an interest.

All of our utilities should be encouraged to expand their facilities wherever it is necessary to provide more electric power, more gas, more telephones, and better transportation services for our dynamic, growing state. Our State Utilities Commission should be constituted and staffed so as to protect fully the public interest and all consumers.

SCIENCE AND TECHNOLOGY

The fields of science, research, and technology are increasingly important to North Carolina. We have an advantage in these fields. We must act now, however, to utilize this advantage to the fullest. My administration accepts the responsibility of providing the leadership that will coordinate established industrial research with related programs in the Research Triangle and in our universities.

STATE PORTS

The state ports at Wilmington and Morehead City are of increasing importance to all of North Carolina. This is particularly true in view of prospects for the developing phosphate industry in North Carolina. They provide an outlet to world markets for our farmers, manufacturers, processors, and producers of raw materials. They put us very much in the import and export business. I urge the General Assembly to take the necessary action to develop further these facilities so they may be utilized more fully and effectively.

EMPLOYMENT AND JOB OPPORTUNITY

The primary purpose of our efforts in industrial development and agriculture, in business development and research, and in other economic activity is to raise our per capita income. We want everyone to have a chance to make his own way in a competitive, changing society. We want all North Carolinians to enjoy a full, abundant life.

Our state has been blessed with stable and productive labor-management relations. During my administration, I will work to maintain this record. I believe every man and woman should be free to join or not join a union. Unions have contributed substantially through the years to improving the lot of the working man. I do feel, however, that unions have an obligation to develop programs that will attract members voluntarily. Our right-to-work laws should be retained.

MINIMUM WAGE

I favor fair and adequate wages for all North Carolinians. I would favor raising the minimum wage to one dollar per hour provided present exemptions are maintained and provided that marginal jobs and businesses would not be eliminated.

I recommend that you make a thorough study of the situation before any change is proposed in our minimum-wage law.

FEDERAL-STATE PROGRAMS

It is encouraging that the new federal-state programs such as the Appalachia Bill and the Economic Opportunity Act place strong emphasis on the role and responsibility of state government. We must be prepared to use these federal programs wisely for the benefit of our people. This will require careful planning, competent staff, and the full cooperation of local government and others concerned. As the state needs are clarified in the coming months, I shall ask your consideration and support for additional state funds or state programs if they are required to implement new federal legislation.

STATE EMPLOYEES

An important factor in the operation of economical and efficient state government is qualified, experienced, dedicated personnel. North Carolina has been and is today fortunate in having such employees. To insure this quality of personnel, it is necessary to provide adequate compensation for our employees.

In the interest of holding and attracting well-qualified personnel and in recognition of the rise in the cost of living and the quality of past services, I recommend a 10 percent pay increase for all state employees subject to the Personnel Act. I further recommend that a study be made of per diem allowances, travel compensation, and longevity pay provisions to ascertain if they are adequate.

I am confident that state employees will cooperate in seeking to improve efficiency in state government. Each employee must set a personal goal of giving a day's work for a day's pay. Every department and agency can seek ways of improving its own performance.

As one example, I recommend that the General Assembly closely review the new state positions created in recent years and those being requested this year. I am told there are now two thousand job vacancies in state government and that some of these have been unfilled for some time. I urge your careful consideration of this matter and the elimination of any of these positions that are unnecessary.

HIGHWAY SAFETY

North Carolina has made tremendous progress in many areas. This has not been true in the area of highway safety, however. We have failed to curb the deaths, injuries, and property damage on our highways.

In 1964 highway accidents killed 1,575 people in North Carolina. This was an increase of 194 persons over the year 1963. There were injured on our highways 50,000 people. There were 80,164 motor vehicle accidents. On our highways there was economic loss reported in the amount of $283.5 million. This amounts to one person being killed on our highways every five hours; one person being injured every eleven minutes; one accident occurring every six minutes; and an economic loss to our state of $776,000 a day.

These problems have outgrown any state agency. I propose to make highway safety a direct responsibility of the Governor's Office. The 1963 General Assembly created the Governor's Coordinating Committee on Highway Safety. The purpose of this committee was to bring together all existing governmental agencies and others to discuss and find ways to make our highways safer.

This committee has already met in my office and as a result of this conference I have asked the State Highway Commission to have its Traffic Engineering Department immediately make a thorough reanalysis of all our accident locations. This analysis will cover our entire 72,000-mile highway system. There is already under way a study to determine the location and type of substandard and nonuniform traffic signal installations.

I have directed the State Highway Patrol to redouble its efforts to enforce motor vehicle laws vigorously, fairly, and impartially. The Highway Patrol also has been directed to concentrate its manpower and equipment on our public highways and roads. There will be a reexamination of administrative procedure which might be eliminated or revised to permit more active patrolling of the highways.

I urge all of our courts to cooperate in the program to halt death, injury, and destruction of property on our public highways and roads. I now ask the judges and prosecuting attorneys of the various courts to try to plan their dockets to allow troopers to spend as much time as possible on the highways.

In the near future I want to come back before this General Assembly to make specific recommendations on legislative changes or new laws which we feel are necessary to curb highway bloodshed. Today, however, I have one recommendation: I recommend that you enact a periodic automobile inspection law. Studies indicate that a reasonable motor vehicle inspection statute can bring an immediate reduction in the number of motor vehicle accidents.

If I were to call upon any person to lend me his total time and energy to prevent the death of another human being, I believe that he would immediately volunteer his time and ability. If I were to ask any member of this General Assembly to join with me to save one life, I believe he would do so gladly. What I am really asking this General Assembly to do is join with me in saving thousands of lives.

I now call upon the members of this General Assembly, every state employee, every person connected with the courts of this state, and most of all, every person in North Carolina, to lend me their aid and their assistance to stop this needless and awful toll. When the people of this state demand that we form a climate for highway safety, we will succeed in stopping death and destruction on our highways.

If you will go into the halls of any hospital in this state, you will find beds filled with human beings who are maimed and broken for life because of traffic accidents. And when we consider the toll of the dead, which continues even as I speak to you, I think you will agree that insofar as this problem is concerned, the hour is indeed late!

The state of North Carolina has more activities, more programs, and more services than I can possibly mention or discuss in this message. Any omission or failure to mention one of these services does not mean that I think any less of its importance or its assigned responsibility in state government. In this message I have attempted to outline those major areas in which my administration will attempt to make primary contributions during the next four years. I shall also have additional messages which I may submit for your consideration during this session.

It is our joint responsibility to carry forward programs and services which are of lasting value to the people of North Carolina, to nurture them and see that they obtain the financial support which they must have. There are always hard appraisals to be made in many basic areas of state service. It is our inescapable responsibility to ask questions, to reexamine existing programs, and to determine what value they may have for the next two years and in the years beyond. To carry out my job as governor, I shall seek the best advice I can find, always placing the public interest foremost among all considerations.

Again I say, North Carolina stands at this moment on the threshold of greatness, looking toward an era of unprecedented prosperity and growth. To meet the challenge of 1965 and the years ahead, each of us must contribute the best we have to offer. With your understanding, your guidance, and your support, we can realize this dream for a greater North Carolina.

It is also my hope that every man and woman in our state will share in this endeavor. We want each to feel that he or she can make a contribution, no matter how small, to the building of a better North Carolina.

With the help of divine guidance, we shall build a great and good community, representing the hopes, the dreams, and the aspirations of all our people. Let us begin that task with confidence and faith in the great state we are privileged to serve.

BUDGET MESSAGE

March 19, 1965

[His second address to the joint session of the General Assembly was on the question of the budget for the 1965-1967 biennium, and Governor Moore made it clear that he favored neither increase nor decrease in taxes. The budget under consideration had been prepared under the direction of Governor Terry Sanford and had been "inherited" by Governor Moore. In his message delivered in the State Legislative Building, Moore suggested various modifications which he felt would improve services to the people of North Carolina. Additional sources of revenue, which could not have been projected earlier, were explained by the governor along with his requests for upward revision in appropriations.

Durham Representative Nick Galifianakis was quoted by the *News and Observer* for March 20 as having commented, "The message was ambitious and far-sighted for North Carolina." Senator Ruffin Bailey of Wake had remarked, "He has given us a very good, clear route to take. . . ." The newspaper observed that Moore had shaken the state's money tree and had found $68 million. The *Winston-Salem Journal* referred to "Dan Moore, the money-finder" in its edition for the same day. It quoted Senator Robert Morgan of Harnett, president pro tem of the Senate, as having said Moore "put his finger on where the money can be found and put his finger on the programs he wants." On May 13 the governor issued a statement raising estimates of revenues for the upcoming biennium. The revised estimate provided over $15 million in supplemental funds to be used in balancing the budget and in making possible additional appropriations.]

Mr. President, Mr. Speaker, and Members of the General Assembly of North Carolina:

It is my responsibility as governor to give you my recommendations and comments on the 1965-1967 State Budget as proposed by Governor Terry Sanford[3] and the Advisory Budget Commission. As you know, the General Statutes require the outgoing governor to prepare and submit budget recommendations to the General Assembly, and, thus, you understand that this budget is not the work of my administration. It is my duty to advise you on how I think the budget can and should meet the needs of our people for the next two years.

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[3] Terry Sanford (1917-), lawyer and governor from Laurinburg; A.B., LL.B., University of North Carolina, Chapel Hill; World War II veteran; president of North Carolina Young Democratic Clubs, 1949; state senator, 1953; state manager of senatorial campaign of W. Kerr Scott, 1954; governor, 1961-1965. As governor, promoted educational improvements; instituted new programs in fields of education, race relations, industrial development, culture, mental health, and other areas. *North Carolina Manual, 1963* (Raleigh: State of North Carolina [issued biennially 1903 to present]), 447-448, hereinafter cited as *North Carolina Manual*, with appropriate date; Memory F. Mitchell (ed.), *Messages, Addresses, and Public Papers of Terry Sanford, Governor of North Carolina, 1961-1965* (Raleigh: Council of State, State of North Carolina, 1966), xxi-xxxvii, passim, hereinafter cited as Mitchell, *Addresses of Sanford*.

Since I delivered my legislative message on February 4, I have made an intensive study of the entire budget. I have spent many hours with budget and fiscal officials. The time so spent, in my opinion, will considerably lessen your labors in arriving at a proper budget.

In addition, I have considered many budget requests and proposals which are not included in this present budget. A great deal of my time has been devoted to listening and talking with legislators, and a wide range of people representing public schools, higher education, health, welfare, economic development, highways, utilities, transportation, communication, and many other areas of state governmental service. I was impressed with the genuine concern and the sincere interest of these people who seek to promote many and varied programs and projects. I share most of their concerns and recognize the many unmet needs which were presented.

We as elected officials are confronted with the task of constructing a balanced state budget which, in our judgment, will make the greatest contribution to our state for the next two years within available revenues. As you know, I campaigned vigorously for this office with the full understanding that I would not recommend any tax increases. Many of you did likewise in your campaigns for the General Assembly. Therefore, my recommendations are made with the belief that there will be no new taxes enacted by this General Assembly.

At the same time, in view of the very heavy demands upon all available tax resources, I must reluctantly conclude and recommend that you not make any tax reductions at this session. We will need every tax dollar available to meet the genuine needs for state governmental services during the next two years.

I have been impressed with the vigorous and vocal support which the advocates of education, health, welfare, and other programs give to their causes. We must remember that economic wealth must be created, through the efforts of our people, before it produces the tax revenues we need to pay for increased state spending and services. I hope that all advocates of more services will support with equal vigor all local, county, and state efforts to develop new and expanded industries, more productive businesses, diversified agriculture, and other enterprises.

If you agree with me that taxes should not be increased, then it is clear that firm priorities must be followed in the construction of our 1965-1967 budget. We may not wish to choose between many good and worthy programs. It is not easy to say that one program deserves more attention than another, and yet that is exactly what we must do. The results of your deliberations in adopting the budget will not fully satisfy the requirements of all state agencies and institutions, but it is your responsibility to determine how available funds can be most wisely spent at this time. I have every confidence in your ability to do the job. I shall help you in any way that I can.

My message is an attempt to assist in your deliberations by giving you, upon the best advice available, my major program recommendations. I shall also give you the best available estimate of the amount of budgetary resources which I think will be available for you to appropriate in 1965-1967.

It is my hope that you will be able, through the maintenance of sound fiscal policies, to move forward toward the realization of our goals. All constructive legislation is a product of compromise, but the reaching of a consensus through give and take does not mean that we surrender our goals.

Before I outline my specific recommendations, I should like to express appreciation to the General Assembly for its prompt and thorough consideration of legislation which will authorize a $300 million road bond issue, subject to the vote of the people, which will enable my administration to reorganize the State Highway Commission. May I also commend you for selecting Charlotte College as the next campus of the Consolidated University of North Carolina. I think this expansion will mean much for North Carolina in the years ahead.

After careful consideration of the recommended budget and the estimated revenues which will be available for the next biennium, I recommend that you take these specific steps to meet the most pressing needs of the public schools.

As the *first step*, I recommend that the class size be reduced by three students in grades one, two, and three. Motivation for learning must be instilled in a child during his first school years, and this motivation and early training can best be provided in smaller classes. Therefore, I recommend that an additional 1,472 new teachers be placed in our first three grades, at a cost of

$16,101,065, which includes retirement, Social Security, and sick leave. The "B" Budget recommendation would have reduced class size by one student in all eight elementary grades at a cost of $11,503,868. Thus, my recommendation would require only an additional $4,597,197 over the budget recommendations proposed.

This reduction in classroom load by three in the first three grades will be a great benefit to our schoolchildren in their most formative years, enabling our teachers to give more individual attention to the needs of each child.

If revenues should increase beyond present estimates, I would recommend that the General Assembly seriously consider reducing the number of students per teacher by one for grades four through eight, as recommended in the present "B" Budget. This would provide 637 additional new teachers at a cost of $6,972,552, which includes retirement, Social Security, and sick leave.

As the *second step*, I recommend salary increases for public school instructional personnel who are paid from the nine months school fund, at the rate of 5 percent, to be effective July 1, 1965, at a cost for the biennium of $24,823,455. I recommend an additional 5 percent increase, to be effective for the second year of the biennium, at an additional cost to the nine months school fund of $12,499,930. The total cost of both these increases for the biennium, to be paid from the nine months school fund, would require $37,323,385, including retirement and Social Security. The recommendations of the "B" Budget provide for salary increases of $15 per month beginning the second year of the biennium, at a cost of $6,738,380. Thus, the increases which I recommend would actually require an additional $30,585,005 over the budget recommendations for instructional salaries in the public schools.

I also recommend comparable salary increases for teachers of vocational education. Funds to support these salary increases can be provided by redirecting nonstate funds for vocational education, which are now included in the recommended "B" Budget.

The *third step* which I recommend would provide for eighty-five additional remedial teachers. They would teach children suffering speech and hearing difficulties, those who suffer from crippling physical impairment, those who are visually handicapped, and those children who are hospitalized, or who are not physically able to attend public school. While their number is small, these children must not be neglected by our public schools and their needs are just as important as those of other children. I therefore recommend an appropriation of $930,394, which includes retirement, Social Security and sick leave, for the biennium to meet this need.

There are presently 604 full-time and part-time guidance counselors employed in our schools. They are paid from federal funds provided by the National Defense Education Act, from state funds, and from local supplements to these funds. Their work is of great value to all our children, and I urge that local school units be encouraged to use more of these skilled services.

As you recall from my legislative message, my *fourth recommendation* involved the restoration of the continuing contract for our public school teachers. No additional funds are required to carry out this recommendation, but I strongly recommend that these contracts be made available to our teachers.

Our public school principals need to have an extended term of employment so that they will serve and receive salary for a period of ten and a quarter to eleven months each school year, depending upon the size and type of the school. As my *fifth step*, I recommend the extension of the term of our public school principals. This would require an additional $633,910.

To achieve my *sixth step*, I recommend that the state appropriate $3,381,416 for purchase of supplemental elementary school books, based upon $2.00 per elementary student, which will eliminate these book fees. The elimination of all school and book fees would require a total appropriation of at least $13,121,348, but I believe that the General Assembly should take this positive action on elementary school book fees at this time. This would be a clear indication of your intent to prohibit elementary supplementary school book fees and to relieve students and parents of the burden of paying all school and book fees at the earliest possible time.

My *seventh*, and final, recommended step in assistance to public education would be to remove hunger from the classroom. You cannot teach a hungry child: nourishment for the body is an absolute prerequisite for nourishment of the mind. We have tried a new experiment in the school lunch program which has already shown astonishing results. By adjusting the allocation of federal funds for school lunches, eighty-seven schools in economically depressed areas were given increased funds to provide lunch for needy children. Within two months, marked improvement in attendance and participation at these schools was apparent. The number of lunches served increased 47 percent. School attendance improved 10 percent.

There are now 141 schools in North Carolina where economic conditions prevent sufficient local support and do not allow full participation in the present program. Less than 40 percent of the children in these schools participate. Under Title I of the new Aid to Elementary and Secondary Education Bill now before Congress, sufficient federal funds may become available to meet the needs of these schools—plus additional assistance to all North Carolina children whose families earn less than $2,000 per year. As you know, the state has never given financial support to the school lunch program. If additional federal assistance does not materialize in this session of Congress, however, I recommend that the General Assembly appropriate $808,732 to provide state support for school lunch programs in these schools having the greatest need.

We should encourage those counties that are not currently taking advantage of the surplus food program for needy families to participate so that the children and other members of the family can get three nutritious meals seven days a week.

One major goal of my legislative program is a 10 percent salary increase for all state employees under the Personnel Act. It takes qualified, experienced, and dedicated people to operate our state government. In my opinion, the best way to maintain the quality of personnel and to attract well-qualified people in today's highly competitive manpower market is to use the "across the board" method. It gives a substantial increase to all employees, including the lowest paid and those career employees, many of them technically trained, that are the heart and the core of our state government. The total cost of this raise, including Social Security and retirement, is estimated to be $36,124,046 with $12,131,764 coming from the Highway Fund, $4,511,634 coming from special funds, and $19,480,648 coming from the General Fund.

Since the State Personnel Act was adopted in 1949, the state of North Carolina has established, at considerable cost in money and time, a system of classified state positions with a standard salary scale commensurate to the duties and responsibilities of each job involved. To provide a fair and equitable salary increase for all state employees under this Personnel Act, an "across-the-board" percentage increase is the only fair and equitable method to raise and adjust salaries at the same time by legislative enactment. The need for an increase is just as urgent for the longtime career employee making $5,000 as it is for the new state employee who is beginning employment at $2,800. From the standpoint of the state as an employer, it is much harder to fill the middle and upper salary bracket job with a qualified person than it is the lower salary position where applicants are many and the turnover is more rapid. Often the state must attempt to recruit these "middle management" people from the ranks of private industry where salaries and benefits are higher than those offered by state government.

Since 1957 state employees have received legislative salary increases of approximately 10.8 percent as compared with an approximate 26 percent legislative salary increase for public school teachers. I believe all of these increases were necessary, but, in fairness to the state employees, it is obvious that they have not received the same consideration as our schoolteachers. In the last General Assembly, state employees received a legislative increase of $10 per month as compared with $15 per month for teachers for the first year. In addition, the teachers received another $10 per month for the second year while the state employees received nothing additional. You have already heard my recommendation for substantial increases for school instructional personnel for each year of the next biennium.

In view of the continuing rise in the cost of living, and the vital need to retain competent, efficient state employees, I believe that a 10 percent pay increase for all state employees under the State Personnel Act is clearly justified.

The State Department of Conservation and Development must keep North Carolina in the forefront of modern industrial growth and development. As I mentioned earlier, we must create economic growth which provides more jobs, more tax revenues, and a higher per capita income for our people. To provide a closer, more effective relationship between the Division of Commerce and Industry and all our communities and counties, I suggested during my campaign that an industrial development representative from the Department of Conservation and Development be placed in each congressional district. After considerable study, I now believe that these services can best be provided by five regional offices established by Conservation and Development across the state from which trained staff members in industrial development and community planning can be available to assist the economic growth of each community and county. I believe this extension of present services can be accomplished primarily with existing personnel. To establish these new offices on a regional basis would require an appropriation of $75,000 for the next biennium.

In my legislative message, I recommended the immediate establishment of two additional alcoholic rehabilitation centers—one in the eastern part of the state and the other in the western part. I feel strongly the need for these centers, and I am hopeful that from the Capital Improvement Budget the General Assembly can find sufficient funds to provide them.

Governor Moore labors diligently at his desk in the State Capitol. (Photograph supplied by Charles Dunn.)

The recommended budget calls for total expenditures of $2,071,524,286, with $1,099,512,488 being appropriated from the General Fund. In keeping with the trend of recent bienniums, this is the largest budget ever recommended for the consideration of the General Assembly. It reflects the normal growth of such vital governmental services as public schools, community colleges, higher education, public welfare, health, public safety and regulation, correction, highways, natural resources and recreation, agriculture, employment security, retirement and pensions, and debt service. This budget report also reflects the tremendous amount of hard work and careful consideration which obviously was given by the members of the Advisory Budget Commission, who represent the General Assembly, the state of North Carolina, and the people of our state.

Now that we are further along in the fiscal year, with long-term trends becoming more and more apparent, we are able to project the amount of the state's budgetary resources with a much greater degree of accuracy than heretofore. From information coming in to us from the commissioner of revenue, the state treasurer, the state budget officer, and the director of tax research, we are now able to predict that these resources will exceed previous estimates for the General Fund by $68,217,705. This amount is now available for appropriation over and above the estimated amounts recommended in the "A," "B," and "C" budgets.

Our first revised estimate comes from the state treasurer. Because of the overrealization of earlier General Fund revenue estimates, with the resulting increase in the amount of funds available for the treasurer to invest, it is now estimated that the return on these investments will be $7.3 million for the present fiscal year, and the same amount for each year of the coming biennium. These projections amount to $5.15 million more than the estimates used by the Advisory Budget Commission.

The economy of the state continues on the rise, and tax collections continue to improve. In view of these healthy conditions, the commissioner of revenue's new estimates of General Fund tax revenues are $480,381,366 for the present fiscal year; $516,505,218 for 1965-1966; and $537,070,000 for 1966-1967. These projections amount to $43,005,780 more than the estimates used by the Advisory Budget Commission.

Reversions represent appropriations which are not spent, and, therefore, are another source of funds to be considered for the next biennium. It is difficult to determine the amount of 1964-

1965 reversions until the accounts are closed at the end of the fiscal year. The state budget officer now estimates that General Fund reversions for fiscal 1964-1965 will amount to $14.8 million all of which will remain with the state treasurer as a part of the beginning 1965-1967 credit balance and thus be available for reappropriation by the General Assembly. This revised estimate is $2.8 million more than the estimate used by the Advisory Budget Commission.

In addition to these General Fund resources just described, I am advised by the state treasurer that by adjusting the dates of the principal repayments on the $100 million school bond issue and on the recommended $17,985,000 legislative bond issue, the debt service requirements for 1965-1967 may be reduced by $5,261,925. This additional amount also is available for appropriation by the General Assembly.

In my legislative message I expressed my concern about the capital improvement needs of our state agencies, state colleges, and the university. It is apparent that the $34,878,785 recommended for capital improvements during the next biennium is not adequate. During the past month, I have sought to find other resources which might be applied to this great need. I am pleased to report the availability of a nonrecurring fund which can and should be used to supplement the capital improvement program for 1965-1967.

It has been called to my attention that a substantial General Fund "windfall" has now resulted from the installation of the "pay as you go" withholding individual state income taxes adopted by the General Assembly of 1959. When this plan was adopted, the state had no experience upon which to base its rates for withholding. It had to guarantee that the amount of taxes withheld would be substantially the same as the amount of taxes due. To insure that money would always be available for tax refunds due individuals who overpaid their taxes, the Department of Revenue very properly set up a reserve fund for payment of these refunds. This withholding reserve was not included, of course, in revenue estimates furnished by the commissioner of revenue.

I am now advised by all the officials directly concerned with the fiscal affairs of the state—the treasurer, the commissioner of revenue, the state budget officer, and the director of tax research—that our experience with the individual withholding tax has proved the accuracy of our withholding rates and that the maintenance of this reserve fund is no longer required. The state can safely pay its tax refunds from current collections.

We are in the fortunate position to realize a "windfall" of approximately $12 million from this reserve fund at the end of this fiscal year. I have requested the commissioner of revenue to place these funds with the treasurer to supplement the June 30, 1965, General Fund credit balance as a budgetary resource for 1965-1967. I repeat, this is a nonrecurring item which should be used for capital improvements only. This will give us a total of $46,878,785 in the General Fund Capital Improvement Budget and this amount, with proper allocation, will meet the most pressing needs of our state.

This appropriation for capital improvements would exceed by more than $11.4 million the average biennial capital-improvement appropriations for the last ten years. The average during this period was $35,403,657. It should be remembered that during this ten-year period there were no capital appropriations in 1955-1957 and only $8 million in 1961-1963.

As you know, the state now has a $100 million bond issue approved for public school construction, and our local administrative units are in the process of issuing approximately $200 million in bonds. In addition, this General Assembly has approved a $300 million road bond issue, subject to the vote of the people. In view of all these facts, and the $12 million in new funds now available, I do not recommend a capital improvements bond issue at this time.

The recommended capital improvements do not include any college dormitories. They must be constructed on a self-liquidating basis. I share the reluctance of the State Board of Higher Education in approving this approach to dormitory construction but do agree that this policy is necessary for the next two years as a stopgap measure.

If you appropriate the funds for my program as recommended, plus everything recommended in the "A," "B," and "C" budgets, this would cost approximately $4,275,000 more than the total resources now available. Obviously, you and I know that we must adopt a balanced budget, and I will work with you toward that end. I believe the difference can be found in economies which should be effected in the recommended budgets or in additional resources which may become available later in this session. I will work closely with you and your committees in finding a solution to this problem.

As I stated earlier, all the budget requests are worthy of careful consideration and represent actual needs. In view of the limited tax resources which are available, the General Assembly must give objective appraisal to all these requests and determine the priorities which must be made at this time.

As only one example, I would cite the community college program as a major area of activity which deserves your careful appraisal. Satisfactory progress appears to have been made in the new Department of Community Colleges. The General Assembly, however, must determine the rate of acceleration and development in this new field of state-financed education beyond the high school. It would be well to reexamine the original concept of the community college program with reference to geographical locations, needs to be met, and the arrangements for state support. We must not overlook that North Carolina has forty-four private and church-related colleges which offer many educational resources that should not be duplicated by state-financed community colleges.

I should like to emphasize that I believe in the value of a sound, carefully planned, well-financed community college program. These institutions, along with existing private and church-related schools, can expand the reach of our educational system to many additional students and help take the pressure off our state-financed, four-year colleges and the university.

I am certain that there are other major governmental areas in the proposed budget where economies can be effected. You, as representatives of the people, are free, of course, to make your own appraisal and evaluation and assign your own priorities.

As you begin your final study and consideration on the 1965-1967 budget, let me pledge to you that my administration will make every effort to see that your final appropriations are spent in accordance with legislative intent. We shall strive mightily to achieve new economies at every level of government. We shall study the functions of agencies to eliminate duplications and unnecessary programs. Good government *is* a habit in North Carolina—and we expect to continue and strengthen that habit.

In my inaugural address, I envisioned a great future for our state within the structure of what I call the great and good community. I renew here and now my faith in the vision that I saw at the hour of my inauguration. We will not reach all of our goals during this session of the General Assembly, nor during the next, but we will move closer and closer toward the great goals that we have set. The broad outlines of the great and good community are beginning to come into sight. As the years pass, we shall all contribute to making this a reality. But in the very nature of our society, our program will never be finished, for the greatness and the goodness of our people come in the struggle to achieve rather than in satisfaction with a fancied perfection.

Thank you.

SPECIAL MESSAGE ON TRAFFIC SAFETY

April 14, 1965

[The Moore administration concerned itself with many problems, but that of traffic safety was one on which much thought was put and one which was given priority. In this address to a joint session of the General Assembly, Moore recommended the creation of a statutory body to be called the North Carolina Traffic Safety Authority; the creation of a highway safety research center within the University of North Carolina; a motor vehicle inspection law; certain requirements for automobiles, such as reflectorized license plates and outside mirrors; an expanded driver education course; additional highway patrolmen, and other measures designed to promote highway safety. Immediate reaction was generally favorable, though, as might be expected, there were dissenters. Representative Joe Eagles from Edgecombe "heartily endorsed" the suggestions; Lieutenant Governor Scott called it "a real good program," but Republican James Holshouser of Watauga County was "a little bit disappointed because [there was]. . . nothing new and dynamic and certainly nothing controversial." These reactions and others were reported in the *News and Observer* for April 15; for the next several days letters to the editor revealed pro and con reaction, especially on the matter of automobile inspection. The *Fayetteville Observer* for April 16 commented: "Summing up we think the best of Governor Moore's recommendations lie in the fields of compulsory inspection, more patrolmen and faster courts."

The General Assembly responded favorably, however, when it came to support of the proposals. Reaction was shown in a positive way through enactment of legislation carrying out the recommendations: the North Carolina Traffic Safety Authority was created; $50,000 for each fiscal year of the biennium was appropriated to the University of North Carolina for the establishment and operation of the Highway Safety Research Center of the university; an amendment to the General Statutes provided for the safety-equipment inspection of motor vehicles; $175,000 for fiscal 1965-1966 and $284,420 for fiscal 1966-1967 was appropriated to the Department of Motor Vehicles from the Highway Fund for reflectorized license plates; at least one outside mirror on the driver's side was required by law on all vehicles manufactured, assembled, or sold, and registered in North Carolina after January 1, 1966; a provision was enacted to the effect that no license would be issued to a minor between the ages of sixteen and eighteen until he had presented evidence of satisfactory completion of a driver training and safety education course offered at a public high school, and a related act made provision for such courses to be offered at all public high schools; and provision was made for the employment of an additional fifty highway patrolmen the first year of the biennium and fifty the second year through the appropriation of $525,400 for the first year and $939,200 the second year. *Session Laws of North Carolina, 1965*, c. 541; c. 901; c. 734; c. 1127; c. 368; c. 410, s. 3; c. 397; c. 1090, hereinafter cited as *Session Laws* with appropriate date.]

Mr. President, Mr. Speaker, Members of the General Assembly, and my fellow North Carolinians:

You know why I am here today. You know that I will present to you a highway safety program and that I will urge that it be made into law.

First, I must convince you and the people of North Carolina that there is an urgent and a desperate need for immediate action.

I must drive home to you that this IS a matter of life and death. A matter that just cannot wait any longer. A crisis that must have official and complete action. NOW. Not later. Not half-way. Not piecemeal—but a *total* program which must not be delayed any longer.

Shall I start by showing you photographs of dead bodies? I think not. You've seen the smashed cars and the bloody bodies before—many times. But each time, the sight made only a momentary impression—to be forgotten only five minutes or five miles later.

How about these? At my hand is all that remains of 1,576 human beings. They're dead. All killed in a single year, last year, on North Carolina highways. These are accident reports that describe tragic events that affected thousands *besides* the victims.

There are thirty times this many who suffered painful, agonizing injury. The actual number is 49,000.

Did those figures mean anything to you? Or were they just more of the same old numbers we've heard before—and dismissed from our minds?

Well, then try these numbers. Listen to them carefully because they spell out an epidemic more deadly than disease.

IN THE LAST FOUR YEARS ALONE, HIGHWAY DEATHS IN OUR STATE HAVE INCREASED 25 PERCENT.

INJURIES ARE UP 42 PERCENT.

TOTAL ACCIDENTS HAVE JUMPED 38 PERCENT.

At the same time, the number of vehicles in our state increased only 18 percent. These are not just the same old figures. This is a runaway that must be stopped before it is a stampede.

WITH ONLY 18 PERCENT MORE VEHICLES, WE ARE KILLING 25 PERCENT FASTER, INJURING 42 PERCENT FASTER, AND SMASHING INTO ONE ANOTHER 38 PERCENT MORE OFTEN. Of course, that's only the human loss. The economic loss involves about $293 million. That's about $800,000 a day!

Accept this as fact! Traffic accidents are an epidemic—and they are out of control. On top of this, imagine what will happen as we add nearly a hundred-thousand more cars and drivers each year. We must realize the urgent and desperate need for action. We must have the courage to make laws and spend the money—without compromise—to meet this matter of life and death, and control it now! Now!—that our people may not die. What shall we allow to stand in our way? Can we wait for some magic solution to come along? Can we afford to pat ourselves on the back and say, "We are doing all we can"? Can we justify further delay with empty words like "inconvenience"? The answer to all of these questions is NO! There *is* no single solution. We have *not* done all we can to protect lives and property on the highways. We must not; we *cannot* let individual inconvenience block our determination. Neither you nor I can afford to let our political ambition or popularity stand in the way. Our obligation to the men, women, and children of North Carolina *demands* that we take firm action. NOW.

If the traffic accident toll stops rising in North Carolina, it will come from action in *this* session of the General Assembly. The program will be built on a foundation of laws. It will involve the cooperative action of highway engineering, driver licensing and examination, law enforcement, driver education, driver improvement, motor vehicle inspection, research, and the administration of justice.

All of these efforts must be grounded in the latest knowledge available in physics, in civil engineering, medicine plus psychology, sociology, and mass communications, resulting in a total program of coordinated action.

We can *stop* the increase in accidents in North Carolina if you give us the laws. We cannot wait for individual *drivers* to be shocked into saving themselves. Only the people as *citizens*, acting through their elected representatives, can provide the tools to save lives on our highways.

Here are our primary goals to improve highway safety:

1. We must obtain, through administrative action and direction, greater use of existing manpower and resources.
2. We must make greater use of modern knowledge and existing research in helping solve these many complex problems.
3. With legislative support, we must strengthen existing

programs and use new methods which have proven effective in our state or elsewhere.
4. We must obtain greater public understanding and support.

NORTH CAROLINA TRAFFIC SAFETY AUTHORITY

In order to make greater use of existing resources, we must have greater coordination of traffic safety efforts among the various agencies. The results will total more than the simple sum of their individual efforts.

I recommend that the General Assembly create by formal statute a coordinating board to be known as the North Carolina Traffic Safety Authority.

Its principal efforts would be:

1. To develop the state's action program for traffic safety.
2. To provide *continuing* guidance of the state's overall attack on accidents.
3. To guide the state's efforts to inform the people about traffic accident prevention programs and to make clear the individual responsibilities of motorists and citizens. I know that we can count on the full support of all news media to make the most effective use of safety information.

Traffic safety in North Carolina should no longer be thought of as the province of any one agency. It should command all of the state's resources and cooperation. This new relationship must be fully understood by everyone.

Membership of the North Carolina Traffic Safety Authority would include the governor as chairman; the commissioners of motor vehicles, insurance, labor, and agriculture; the chairmen of the State Highway Commission, the Industrial Commission, the State Board of Education, and the Utilities Commission; the state superintendent of public instruction, the state health director, the attorney general; the president of the North Carolina Traffic Safety Council; and a member of the House of Representatives appointed by the speaker, and a member of the Senate appointed by the president of the Senate.

UNIVERSITY HIGHWAY SAFETY RESEARCH CENTER

We must close the gap which exists between knowledge created by research findings and its use in saving lives on our streets and highways.

We must harness the knowledge which is already available on the campuses of our colleges, universities, and research centers. We can and should utilize *immediately* the knowledge which is already existing in the scientific disciplines.

We need a central location with a small staff to provide for the orderly use of university personnel who will consult with the North Carolina Traffic Safety Authority and separate agencies of state and local government.

Therefore, I recommend the creation of a highway safety research center within the University of North Carolina.

The center first would encourage university-wide involvement in the state's total accident prevention effort and would provide objective analysis of our current safety programs all across the board—from driver improvement to public education.

Second, the center would coordinate and participate in professional training of the hundreds of people already on the job in the traffic safety field in North Carolina. The improvement of the skills and knowledge of those already in the field would yield great benefits without great expense.

Third, the center would coordinate all research in traffic accident prevention in our colleges and research centers.

A biennial budget of $100,000 would be sufficient to establish the center.

UTILIZE PROVEN PROGRAMS

Now let us look at our third primary goal; to strengthen existing programs and use new methods which have proven effective in our state or elsewhere. To achieve this goal, we must direct our efforts at the environment in which the driver operates and at the driver himself.

I am convinced that the quickest way to improve the environment for our motorists is to remove unsafe vehicles from the highways. The only effective way to reduce this major hazard is to require the periodic inspection of every vehicle registered in the state. I know some of you feel that mechanical failure is not a significant cause of accidents.

DEFECTS IN ACCIDENTS

Mechanical defects *do* cause accidents. About 10 percent of the accidents in North Carolina are caused by mechanical defects, according to our own accident records. Other states and research show much higher proportions. Twenty-one states have reduced accidents as soon as inspection programs were put to work. *North Carolina's one-year experience in 1948 saw a reduction of more than one hundred fatalities (or 12 percent) from the previous* year.

The year *after* the inspection law was repealed, the toll jumped by more than one hundred lives and has been climbing ever since. North Carolina is suffering the loss of more than one hundred lives every year that it delays adoption of motor vehicle inspection.

UNNECESSARY REPAIRS

Some people fear that an inspection system using private garages will result in unnecessary repairs. The bill I am recommending provides for safety inspection of only those items absolutely essential to safe operation—brakes, lights, steering mechanism, horn, windshield wipers, tires, and directional signals where required. The bill provides no higher standards for these items than what is already required in our present statutes.

The bill provides for inspection stations to be selected and supervised by the state. The stations would be checked on a regular basis and complaints from car owners would be investigated and corrected promptly.

Cars failing to meet the minimum standards could be repaired at any firm of the owner's choice and would be reinspected free of charge. Cost of inspection would be $1.50 with 25 cents being turned over to the state to make the program self-supporting.

INCONVENIENCE

By far the most common objection to inspection is the bad memory of the 1948 experience and the fear that any system would cause undue inconvenience to the public. It is the easiest objection to overcome.

This bill will require one inspection per year and inspection dates will be staggered throughout six months so that only one-sixth of the state's vehicles would be inspected in any one month. All of the objections we might mention would add up to a fear of improper administration of any inspection program. I pledge to you and the people of North Carolina that there will be a reasonable and proper administration of this program.

Vehicle inspection will not solve the entire accident problem. But it promises *more* results *faster* than any other single bill you will consider in this session. Without its passage, I see little hope for an *immediate* impact on the rising accident toll.

REFLECTORIZED PLATES

A very promising safety device on the vehicle to improve the environment of drivers is the reflectorized license plate. At night, they are visible three times farther away than ordinary taillight reflectors. Seventeen states and the District of Columbia are reducing nighttime collisions by using reflective safety plates.

The approximate cost for North Carolina to institute reflectorization of plates would be thirteen cents per plate. I recommend you adopt these new plates as a one-year experiment to test this device in our state.

Since 1966 plates are already in production, a changeover could not be accomplished until the 1967 issue. This would provide ample time to obtain basic data on nighttime collisions to assure a thorough and meaningful comparison.

OUTSIDE MIRROR AND SEAT BELTS

As another means of providing safer vehicles for our motorists, I recommend a law to require outside mirrors on the driver's side of all new cars sold in North Carolina after January 1, 1966. I am pleased to learn that auto manufacturers plan to install seat belts in the front and back seats of all new cars beginning next year. This is a further step in the right direction and complements North Carolina's efforts to establish seat belts as standard equipment.

THE HIGHWAY

The $300 million bond issue you have approved will be helpful in providing safer highways. I shall also make a number of requests to the Highway Commission to increase the portion of highway funds now being used to *mark* and sign the highways and to reduce current engineering hazards. No additional legislation is required at this time.

All of the above items deal with the environment of drivers. They seek to produce safer vehicles and safer highways. The following items are those which show the greatest promise in improving the habits of our *drivers.*

DRIVER EDUCATION

In combatting the problem of driver errors, the most effective long-range plan yet devised is driver education. We must raise a new *generation* which is fully armed for survival in the automotive age. Young people have the most to lose in traffic accidents, and we must teach them that *it is smart to be safe.*

To do this we need to provide the established thirty-six hour driver education course in the public schools for every new driver under the age of eighteen in or out of school. We must also have a renewed safety education effort throughout all grade levels in the public schools.

It will cost approximately $2 million per year to put this program into effect. The direct savings on insurance premiums paid by our citizens will exceed this investment.

COURTS

The front line of our attack on problem drivers is the court system. A top priority need to correct their behavior is a system of uniform courts called for in the constitutional amendment for court reform. Swift enactment of the court legislation now before you is vital to all of our efforts aimed at making safe drivers out of dangerous drivers.

ADDITIONAL PATROLMEN

North Carolina needs 333 additional highway patrolmen in order to reach the upper one-third of states which are properly matching their fatal accident experience with sufficient law enforcement coverage.

Each additional patrolman will cost $10,000. I have carefully considered the question of how many patrolmen to ask you to authorize. Keeping all of our needs in mind, I recommend the addition of fifty patrolmen in each of the next four years. I hope that at least that number will be added every year afterward until the manpower of the patrol reaches accepted standards.

I pledge to you that this administration will make every possible effort to see that our highway patrol stays on the highway, *patrolling*. And I shall work with court officials to reduce as far as possible the patrolmen's time spent in court.

DRUNK DRIVING

Drunk driving is one of the most criminal acts modern man can commit. So often innocent people are the ones who suffer from wrecks with drunk drivers. We have a good law in this connection, and it should not be weakened. We will watch with interest further experience with the chemical test provisions.

DRIVING AFTER REVOCATION

Persons whose licenses have been suspended or revoked have committed sufficient unlawful acts to force the state to remove them from the highways. That is, the state has used the last resort to improve their driving habits, and there is no recourse left but to take away their privilege to use the highways.

When persons are convicted of driving after suspension or revocation of their licenses, they should by law receive a mandatory jail sentence of from two to ninety days. I recommend you pass such a law.

ADDITIONAL LICENSING STEPS

The following additional steps in improved driver licensing should be enacted:

Convictions for flagrant violations out of state should be considered in assessing points under the driver license point system.

We should include eighteen- and nineteen-year-old drivers under the provisional license law which now covers drivers from sixteen to seventeen.

We should approve the driver-license compact to establish the concept throughout the United States of one state license for drivers. This will prevent the eventual federal licensing of drivers.

DANGEROUS LOOPHOLES

Two loopholes in North Carolina's motor vehicle laws allow drivers who are found guilty of traffic violations to escape the recording of "points" on their violation records.

PRAYER FOR JUDGMENT CONTINUED

The effect of "prayer for judgment continued" is that the judge finds the defendant guilty but no judgment is entered. Technically, the case is not closed and therefore, no points can be assigned to the individual's driving record.

"NOLO CONTENDERE"

The plea of "nolo contendere" amounts to an admission of guilt for the proceeding at hand and cannot be admitted into subsequent litigation. Technically, the Department of Motor Vehicles cannot consider such a plea when it has the discretionary authority of assigning points.

Both of the above conditions are defined as final convictions under North Carolina's Financial Responsibility Law but are not so considered under the Uniform Driver's License Act.

Thus, the purpose of the point system is defeated. The Driver's License Act should be brought into conformity with the Financial Responsibility Law. The assignment of points should depend on the factual realities of a driver's conduct, as decided by a court, and not on courtroom technicalities.

FINANCES

Obviously, there is a price tag on most of the items we have listed. Let me list them:

	Biennium
Highway Safety Research Center	$ 100,000
Driver Education	4,245,273
Reflectorized plates	285,000
100 additional patrolmen	1,000,000
TOTAL	$5,630,273

Funds for the safety research center and for driver education will be made available through the General Fund. Dr. Charles F. Carroll,[4] superintendent of public instruction, informs me that, in view of the enactment of the Federal Elementary and Secondary Education Act, the funds necessary to finance the driver-education program can be found in the recommended budgets for the nine months school term. We will work together with the appropriations committee to make the adjustments necessary to accomplish this program. This will not affect other recommendations which I have made concerning the public schools.

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[4] Charles Fisher Carroll (1900-), educator from Raleigh; A.B., Trinity College; Master of Education, Duke; honorary degrees from several institutions; public school teacher, principal, superintendent; state superintendent of public instruction, 1952-1968. *Who's Who in America: A Biographical Dictionary of Notable Living Men and Women* (Chicago: Marquis Who's Who, Incorporated, 1899—), Vol. 34 (1966-1967), p. 345, hereinafter cited as *Who's Who in America.*

Funds for the reflectorized plates and the 100 additional patrolmen will be made available through the state Highway Fund.

Certainly there are some costs involved in the total program, but we are dealing with a matter of life and death and untold property destruction. The success of this program will justify the expense involved.

When we consider the cost of this safety program, please remember that highway accidents cost North Carolina $800,000 each day of the year.

Everyone of us pays this unnecessary penalty.

Accident prevention does not cost—it pays.

LOCAL ACTION

I have described to you a comprehensive program for the state of North Carolina. Since almost half of our nonfatal accidents occur within city limits, municipal governments must also participate in this total, statewide campaign to reduce the highway toll. I urge local officials to support this state program with maximum local effort.

Established guidelines for obtaining official coordination and organizing citizen support are available through the North Carolina Traffic Safety Council to cities of 5,000 population or more. The council is eager and ready to provide full field services to those municipalities who seek help in a coordinated attack on traffic accidents. New programs are being developed and will be announced when completed.

The safety program which I have recommended to you is reasonable. It is realistic. It is the result of weeks of concentrated work by competent, experienced safety people. I am convinced that it can get results.

First, it brings together the many different PROVEN means which have saved lives in North Carolina and other states—means which are acceptable to the public.

Second, it commits all of the state's resources in an organized effort to save lives and property.

Third, it makes maximum use of the knowledge which modern science has made available.

Fourth, it provides for improved public understanding and support.

But remember that there is no single, magic solution—no quick cure. Many have thought they had found one, only to be disappointed.

If each of us understands now how many, many factors are involved, and realizes the urgent and immediate need, we shall *have* a total program of coordinated action. And that program will work.

This is a beginning that can pay off now and in the long run. But a beginning that must start *here*.

Now!

With you!

Your action can make it a reality.

You actually have the power to save human life and to prevent the staggering economic losses resulting each day from highway accidents.

Use that ability! Exercise that power without delay and without compromise. Join with me in placing above political popularity or ambition our obligation to the men, women, and children of North Carolina.

Thank you.

MESSAGE TO THE EXTRA SESSION OF THE GENERAL ASSEMBLY

November 15, 1965

[The Speaker Ban Law, ratified on June 26, 1963, just prior to the adjournment of the 1963 General Assembly, provided that no college or university which received state funds could permit any person to use the facilities of the institution for speaking purposes when the person was known to be a member of the Communist party, was known to advocate the overthrow of the Constitution of the United States or that of North Carolina, or who had pleaded the Fifth Amendment in refusing to answer questions regarding his activities related to communism or subversion. The act was to be enforced by the boards of trustees of the several institutions affected by the law. (*Session Laws, 1963*, c. 1207.) The enactment caused much bitterness and division of opinion throughout North Carolina. On May 19, 1965, the Executive Council of the Commission on Colleges of the Southern Association of Colleges and Schools took action which threatened the academic accreditation of the University of North Carolina and other state-supported institutions of higher learning. On May 20 the governor issued a statement on the situation and on May 24 the trustees of the university adopted a resolution asking the General Assembly to amend the Speaker Ban Law so as to return the responsibility for regulating campus speakers to the trustees. The issue was one packed with emotion, many North Carolinians feeling that the law stood as a "symbol of resistance to Communism." On June 1 Moore issued another statement with regard to the unlikelihood of any action being taken by the 1965 General Assembly and recommending the appointment of a special commission to study the problem. "A Joint Resolution Creating a Commission to Study the Statutes Relating to Visiting Speakers at State Supported Educational Institutions" provided for a nine-member commission, the governor to appoint five and designate the chairman, the lieutenant governor to appoint two from the membership of the Senate, and the speaker to appoint two from the membership of the House of Representatives. The resolution was passed on June 16, 1965. (*Session Laws, 1965*, res. 85.) The commission was appointed and submitted its report on November 5; a special session was called to consider the matter. The *Asheville Citizen* of November 16 quoted Lieutenant Governor Scott as saying he expected "determined opposition" to the amendment; Representative Paul J. Story of McDowell County commented, "It's not as much as I want. I want the law off the books, but this looks like the best we can get." The November 14 issue of the *Chapel Hill Weekly* had noted, "Compromise always, it seems, leaves as much doubt as it promises solution." It was natural that there would be divided opinion on such a controversial subject. In this address to the special session, Governor Moore reviewed the recommendations of the commission. The General Assembly accepted these suggestions and enacted into law on November 17, 1965, an amendment to the Speaker Ban Law which provided that the board of trustees of each institution affected by the law could adopt or publish regulations governing the use of its facilities for speaking purposes by any person with communistic or subversive connections as outlined in the original law. (*Session Laws, Extra Session, 1965*, c. 1.) Governor Moore termed the result "a victory for all the people of North Carolina."

Though the state-supported institutions complied with the provisions of the law, the matter did not rest. In February, 1966, the question arose as to whether several known communists would be permitted to speak on the Chapel Hill campus. The executive committee of the board of trustees voted to withhold permission for the speakers to appear on the campus. Late in February the governor recommended the adoption of regulations which would leave the ultimate decision to the chancellors of each branch of the university. Students wishing to have the communists speak proceeded with plans of their own and filed suit alleging that the Speaker Ban Law, as amended, was unconstitutional. The decision of the federal court was anticlimatic when the ruling came on February 19, 1968, a ruling which found the law unconstitutional. The decision did not change a 1941 law which prohibited the use of state facilities to advocate the overthrow of government by force or violence or any other unlawful means. An editorial in the *Raleigh Times* for February 20 stated, "This matter has been argued over, fought over, prayed over, cussed over and hashed over for long and bitter years in North Carolina. It is now finally and completely settled. It should be left alone from now on out." On February 22 the governor issued a statement in which he said the statutory machinery adopted by the legislature had been declared unconstitutional but the decision gave ample authority to the trustees and the administration to regulate the appearance of speakers to see that those invited had something constructive to offer. The state decided not to appeal the decision, and on February 26 the trustees of the consolidated university met to consider regulations regarding speakers. These regulations did not ban any person from speaking but set up rules to be followed. For example, the regulations provided that an effort should be made to present all sides of controversial subjects; that the chancellor had authority to require a senior faculty member as presiding officer over a forum; that all forums be open to the public; that the right to question or challenge a point of view should be assured; that only recognized student, faculty, and university organizations could use campus facilities; that nonuniversity organizations authorized to meet on a campus should be informed that their use had to be in conformity with state laws. See also address of June 7, 1965; and statements of May 20, November 5, 18, 1965, February 10, 1966, February 22, 1968, pages 164-168, 606, 628, 630, 636, 672].

Mr. President, Mr. Speaker, Members of the General Assembly of North Carolina:

Thank you for your courtesy in permitting me to appear before this joint meeting of the extra session of the 1965 General Assembly. I am grateful for this opportunity to present for your consideration my recommendations concerning the amendments to chapter 1207 of the 1963 *Session Laws* as set forth in the Speaker Ban Law Study Commission report.

As you recall, the General Assembly, in its past session, enacted resolution 85 which was "A Joint Resolution Creating a Commission to Study the Statutes Relating to Visiting Speakers at

State Supported Educational Institutions." This resolution authorized and directed the appointment of a nine-member commission to "make a careful, full and detailed study of G.S. 116-199 and G.S. 116-200, relating to visiting speakers at State supported educational institutions of higher learning, with respect particularly to the enforcement of the statutes; the relationship, if any, between these statutes and the accreditation of State supported institutions by accreditation organizations and associations; the effect on the relationship of these institutions with other institutions of higher learning; and the impact of the statutes as to the status, administration, reputation, functioning and future development of State supported institutions."

This commission, composed of two members appointed by the president of the Senate, two members appointed by the speaker of the House, and five members appointed by the governor, was named on June 24, 1965. My appointments were:

The Honorable David Britt[5] of Fairmont, representative from Robeson County, who served as chairman.

Colonel W. T. Joyner[6] of Raleigh, prominent attorney.

Charles Myers[7] of Greensboro, president of Burlington Industries, Inc.

Mrs. Elizabeth Swindell[8] of Wilson, immediate past president of the North Carolina Press Association.

The Reverend Ben C. Fisher[9] of Wake Forest, chairman of the Commission on Higher Education of the Baptist State Convention.

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[5] David Maxwell Britt (1917-), lawyer from Fairmont; educated at Wake Forest and its law school; state representative, 1959-1967, speaker, 1967; active civic leader. *North Carolina Manual, 1967*, 588.

[6] William T. Joyner (1891-), lawyer from Raleigh; A.B., University of North Carolina, Chapel Hill; LL.B., Harvard; World War I veteran; active civic and educational leader. *Who's Who in America*, Vol. 35 (1968-1969), p. 1158.

[7] Charles Franklin Myers, Jr. (1911-), from Greensboro; A.B., Davidson; M.B.A., Harvard; with Burlington Industries, Inc., since 1947 and president since 1962; director, several large corporations. *Who's Who in America*, Vol. 35, p. 1589.

[8] Elizabeth G. Swindell (Mrs.), from Wilson; member of various commissions; editor and publisher of the *Wilson Daily Times*. Information from Mrs. Swindell, May 23, 1969.

[9] Benjamin Coleman Fisher (1915-), from Raleigh; A.B., Wake Forest; B.D., Andover Newton Theological School; pastor of several Baptist churches, 1938-1947; affiliated with Gardner-Webb College in various capacities and later with Southeastern Baptist Theological Seminary; executive secretary, Council of Christian Higher Education, Baptist State Convention of North Carolina, since 1962. Information from Mr. Fisher, May 8, 1969; *Who's Who in the South and Southwest* (Chicago: Marquis—Who's Who, Sixth Edition, [1959]), 263.

The Honorable Robert W. Scott,[10] Lieutenant Governor of North Carolina, appointed the Honorable Gordon Hanes[11] of Winston-Salem, senator from Forsyth County; and the Honorable Russell Kirby[12] of Wilson, senator from Wilson County.

The Honorable Patrick Taylor,[13] speaker of the House of Representatives, appointed the Honorable A. A. Zollicoffer[14] of Henderson, representative from Vance County, who served as chairman of the House Committee on Appropriations; and the Honorable Lacy Thornburg[15] of Sylva, representative from Jackson County.

The membership of the study commission was made up of outstanding citizens whose understanding, ability, judgment, and love for North Carolina are beyond question. The commission held its first meeting on July 14, 1965, organized, and began work immediately on its assigned task as set forth in your resolution.

Public hearings were held on August 11 and 12, 1965, and September 8 and 9, 1965, in the State Legislative Building. All North Carolinians were given an opportunity to be heard. The public hearings were well attended and given extensive coverage by newspapers, radio, and television. A complete transcript of the testimony and other documents was taken for consideration by the commission.

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[10] Robert Walter Scott (1929-), dairy farmer, governor from Haw River; B.S. in animal husbandry, North Carolina State; master of North Carolina Grange, 1961-1963; special agent, Counter Intelligence Corps, U.S. Army, 1953-1955; lieutenant governor of North Carolina, 1965-1969; elected governor, November 5, 1968. *North Carolina Manual, 1967*, 482; *News and Observer* (Raleigh), November 6, 1968, hereinafter cited as *News and Observer*.

[11] James Gordon Hanes (1916-), from Winston-Salem; A.B., Yale; with Hanes Hosiery Company since 1939 and chairman, president, and chief executive officer since 1966; state senator, 1963, 1965. *Who's Who in America*, Vol. 35, p. 939; *North Carolina Manual, 1965*, 535.

[12] James Russell Kirby (1922-), lawyer from Wilson; B.S., LL.B., University of North Carolina, Chapel Hill; World War II veteran; state senator, 1963, 1965, 1969. *North Carolina Manual, 1965*, 540-541; "North Carolina General Assembly, 1969," *Popular Government*, 35 (December, 1968), [12], hereinafter cited as "1969 General Assembly."

[13] Hoyt Patrick Taylor, Jr. (1924-), lawyer from Wadesboro; B.S., LL.B., University of North Carolina, Chapel Hill; World War II veteran; state representative, 1955-1965, speaker, 1965; elected lieutenant governor, November, 1968. *North Carolina Manual, 1965*, 558; *We the People of North Carolina*, XXVII (February, 1969), 9.

[14] Algernon Augustus Zollicoffer, Jr. (1924-), lawyer from Henderson; B.S., J.D., University of North Carolina, Chapel Hill; World War II veteran; state representative, 1957-1965. *North Carolina Manual, 1965*, 628-629.

[15] Lacy Herman Thornburg (1929-), lawyer from Sylva; A.B., LL.B., University of North Carolina, Chapel Hill; state representative, 1961-1965. *North Carolina Manual, 1965*, 619-620.

On November 5, 1965, the Speaker Ban Law Study Commission made its report to me in the hall of the House of Representatives at the State Capitol. I had been furnished an advance copy during that week so that I could study the contents of the report and its recommendations prior to release.

I approved the report and its recommendations without any reservations. I immediately sent copies of the commission report and my statement of approval to each member of the General Assembly, to each trustee of a state-supported institution of higher education, to the president of each of these institutions, and to members of the State Board of Higher Education. At the same time, I also requested that the boards of trustees of the University of North Carolina and all other state-supported institutions of higher education meet on or before Friday, November 12, 1965, for the purpose of considering and adopting the speaker policy recommended in the commission report.

I am pleased to report to you that the boards of trustees of the university and our other state-supported institutions of higher education have met, considered, and approved without modification the speaker policy recommended by the study commission. This is a remarkable achievement which reflects credit upon the ability of our trustees to unite in a constructive action to do what is best for North Carolina and her institutions of higher learning. Our trustees have measured up to their responsibilities as outlined by the study commission, and I commend them for their public-spirited actions.

My second step after receiving the commission report and recommendations was to call, by and with the advice and assent of the Council of State, this extraordinary session of the General Assembly of North Carolina for the purpose of considering the recommended amendments to chapter 1207 of the 1963 *Session Laws* as set forth in the study commission report.

I fully realize, of course, that the governor has no power to limit the deliberations of a session of the General Assembly of North Carolina. In view of the gravity and complexity of the speaker ban controversy, however, and the need for finding a reasonable, rational solution to this problem, I respectfully recommend that the members of the General Assembly agree to restrict your considerations of legislation to this one proposed bill. This has been done before in North Carolina.

It is a well-established tradition that Tar Heels often hold and express differing points of view on matters of public issues; yet,

THE GREAT SEAL OF THE STATE OF NORTH CAROLINA
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Governor Moore called for a special legislative session to consider amendment to the Speaker Ban Law. The picture above was taken at a news conference held November 5, 1965, to announce the decision to call the session. (AP photograph.)

when the public interest is threatened, we can rise above our differences and settle the controversy calmly, dispassionately, and in a lawful, orderly manner.

The study commission report, with its recommendations, speaks for itself. It is unnecessary that I repeat its findings, and I hereby make the report, and its recommendations, a matter of record with this message.

I am convinced that the legislation recommended in the report of the commission, A Bill Entitled an Act to Amend the Law Relating to Visiting Speakers at State-Supported Institutions, will serve the best interests of the state of North Carolina and the cause of higher education in our state. It will place the authority and responsibility for regulating visiting speakers with the boards of trustees of the university and our other state-supported colleges. This bill is the result of months of intensive study, deliberation, and consideration by a dedicated group of citizens appointed at your direction. I recommend it to you both in letter and in spirit.

The study commission report concludes with the statement that "we must seek mutual respect and a middle ground." We do indeed need to adopt the middle ground of moderation in this problem. Judge Learned Hand, one of the great jurists in American history, defined the spirit of moderation as "the temper which does not press a partisan advantage to its bitter end, which can understand and will respect the other side, which feels a unity between all citizens—real and not the factitious product of propaganda—which recognizes their common fate and their common aspirations. . . ."[16]

Regardless of how each of us may feel about the exact provisions of the existing Speaker Ban Law, the public controversy arising as a result of this law is damaging to the state of North Carolina. It is dividing our people at a time when unity is needed to grasp and hold the great opportunities facing our state and nation. We are exhausting our energies which should be better directed toward building a better state, better institutions of higher education, and a better future for every boy and girl in North Carolina.

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[16] Learned Hand, "The Contribution of an Independent Judiciary to Civilization," [1944], in *The Spirit of Liberty: Papers and Addresses of Learned Hand*, collected, and with an introduction and notes, by Irving Dilliard (New York: Alfred A. Knopf, 1952), 181.

We have not forgotten that our nation is at war with worldwide communism. North Carolinians and other Americans are dying in the jungles of Vietnam to protect our freedom here at home and across the world. All of us who enjoy the freedom and security of today are forever in their debt. Their sacrifices have stiffened our resolve to oppose the spread of communism whether it comes by force of arms or by infiltration in our society. As a veteran of World War II, I know from firsthand experience the high price which our nation has paid to enjoy the freedom and security of today.

However, we must not allow our steadfast opposition to communism and totalitarianism to blind us from the facts involved in the speaker ban controversy. The proposed legislation simply returns the *authority* and *responsibility* for regulating visiting speakers to the boards of trustees of the university and our other state-supported colleges. I am convinced that this amendment to the existing law will end the bitter controversy which is dividing our people and our state.

Ladies and gentlemen of the General Assembly, let us accept the reasonable and honorable settlement suggested by our Speaker Ban Law Study Commission. If you will support legislation as recommended by the commission, there will be no defeat for anyone, but a victory for all the people of North Carolina.

MESSAGE TO THE EXTRA SESSION OF THE GENERAL ASSEMBLY

January 10, 1966

[On November 30, 1965, the United States District Court for the Middle District of North Carolina declared void sections 5 and 6 of article II of the North Carolina Constitution and certain sections of the General Statutes. The effect of this decision was to require reapportionment and redistricting of the General Assembly so that representation would be based solely on a basis of population. The federal court's interlocutory order stayed its mandate until January 31, 1966, so as to give time for the legislature to concern itself with reapportionment of the House of Representatives, redistricting of the Senate, and realignment of the congressional districts. The alternative was to accept changes which would have been made by the court. A special session of the legislature was called, and Governor Moore addressed the extra session when it convened on Monday, January 10, 1966, explaining the problem and soliciting the cooperation of the legislators in working out an equitable solution which would be acceptable to the federal court. There were some doubts as to the wisdom of the plan. For example, the *Salisbury Evening Post* of January 11, commented, "The courts couldn't do a worse job than the special legislative committee. We might be happy to take a court plan." The legislative plan was, however, adopted.

A series of statements on the subject had been issued by the governor. The first, on September 20, 1965, indicated that North Carolina's system had served well and would be defended; the second, by explaining the ruling, made it clear that the state had to accept the verdict of the court; the third, issued jointly by Governor Moore, the lieutenant governor, and the speaker of the House, named committees to consider the problem and announced that a special session would begin on January 10, 1966; the last, of February 18, 1966, expressed pleasure that the court had approved the plan adopted by the special session of the legislature and noted that the state could operate under that plan until the next regular session of the General Assembly.]

Mr. President, Mr. Speaker, Members of the General Assembly of North Carolina:

I have called this extra session of the General Assembly today to meet one of the most critical problems ever to confront this legislative body. This action was taken after conferring with the lieutenant governor and the speaker of the House and with the advice and assent of the Council of State.

The United States District Court for the Middle District of North Carolina has declared void and of no effect those provisions of sections 5 and 6 of article II of the Constitution of North

Carolina which allocate at least one representative to each county without respect to population. It declares void sections 163-103, 120-1, and 120-2 of the *General Statutes of North Carolina.* This federal court has also prohibited the 1966 primaries and general elections, in relation to the election of the members of the North Carolina General Assembly and the United States House of Representatives. In its interlocutory order, the court stayed the mandate of its injunction until January 31, 1966, so that a special session of the General Assembly could deal with the matters of reapportionment of the House, redistricting of the State Senate, and realignment of our congressional districts.

The court order stated further: "If apportionment compatible to constitutional standards cannot be achieved by that date [January 31, 1966], this court will regretfully undertake to fashion a scheme of apportionment which will permit the 1966 primaries and elections to proceed on a just and equitable basis."

Some people urged me to call an extraordinary session last September when the suit, *Drum* v. *Seawell,*[17] was brought. It would have been futile, however, to have called an extra session at that time. Until the court spoke in *Drum* v. *Seawell,* the

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[17] *Renn Drum, Jr., on Behalf of Himself and All Others Similarly Situated, Plaintiff* v. *Malcolm B. Seawell, Chairman of the North Carolina State Board of Elections, John G. Clark, Mrs. Robert W. Proctor, Hiram H. Ward, and Paul Osborne, Members of the North Carolina Board of Elections, Defendants, and D. S. Swain, Jr., Plaintiff-Intervenor,* 249 F. Supp. 877 (1965), was an action in which a declaratory judgment was sought whereby the apportionment paragraphs of the state constitution and apportionment statutes would be declared unconstitutional and in which an injunction was sought which would forbid further elections pending proper apportionment.

Because of its findings with regard to population variances and minimum controlling percentages, the three-judge federal district court ruled null and void legal provisions whereby apportionment was determined. The decision meant that there would have to be reapportionment for House and Senate members and redistricting for congressional districts. Pending the action, D. S. Swain, Jr., moved for leave to file a complaint in intervention for the purpose of seeking an injunction against the holding of a special primary and election to fill a vacancy in the First Congressional District, an intervention which was allowed. The district court decision was affirmed by the United States Supreme Court on April 4, 1966; the decision is reported in 383 U.S. 831 (1966).

On February 18, 1966, following the special session of the General Assembly, the district court held that the legislative redistricting action, under which minimum controlling percentage of 48.8 percent and population variance ratio of 1.32 to 1 obtained in the Senate and controlling percentage of 47.54 and ratio of 1.33 to 1 in the House, met minimum federal constitutional standards. The court took into account the peculiar interests of the state and its geographical composition, but it commented on the tortuous lines delineating boundaries of congressional districts, saying that equal representation as nearly as practicable had not been achieved. Because of the good faith of the legislature in trying to bridge the gulf between the

General Assembly was powerless to reapportion our House of Representatives in conformity with what the court now declares to be the law. Before the court decision, the North Carolina Constitution required that each county have at least one representative, and we were bound by that constitutional requirement.

Furthermore, the assembly already had adopted the official policy of this state on this matter during the 1965 regular session, the first session following the "one man, one vote," decisions in *Reynolds* v. *Sims*[18] and companion cases decided by the United States Supreme Court. In that session, by joint resolution 60, you joined North Carolina with many of our sister states in requesting the Congress to call a convention for the purpose of amending the United States Constitution to permit states having bicameral legislatures to utilize factors other than population in apportioning at least one house of their legislative bodies.

On the date when the North Carolina case was started, the legislative bodies of twenty states had filed similar resolutions with the Congress; three others had filed petitions with the Eighty-eighth Congress; and the legislatures of four states had adopted such resolutions which had not been communicated to

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status quo and the constitutional requirement, however, the court permitted 1966 congressional elections to be held under the plan. *Drum* v. *Seawell*, 250 F. Supp. 922 (1966).

As a result of this decision, the General Assembly of 1967 again tackled the problem of congressional redistricting. On July 27 the district court held that "An Act to Divide North Carolina into Congressional Districts," ratified on July 4 (*Session Laws of North Carolina, 1967*, c. 1109, hereinafter cited as *Session Laws*, with appropriate date), met minimum federal constitutional standards. A population difference of 17,276 between the largest and smallest districts was permitted. *Drum* v. *Seawell*, 271 F. Supp. 193 (1967).

[18] *Reynolds, Judge et al.* v. *Sims et al.*, 377 U.S. 533 (1963), grew out of an Alabama situation with regard to apportionment. The complaint alleged discrimination against voters in counties whose populations had grown far more than others since the 1900 census, which, despite Alabama's constitutional requirements for legislation based on population and for decennial reapportionment, formed the basis for legislative apportionment. The federal district court gave the Alabama legislature the chance to act, but neither of the two apportionment plans adopted satisfied the court's requirements. The district court ordered temporary reapportionment for the 1962 election. On appeal by officials, the Supreme Court held, among other things, that the right of suffrage was denied by debasement or dilution of a citizen's vote; malapportionment presented justiciable controversy; the Equal Protection Clause required substantially equal legislative representation for all citizens; seats in both houses of a bicameral legislature had to be apportioned on a population basis; and the district court rightly exercised its judicial authority by ordering reapportionment of both houses for the 1962 elections as a temporary measure. The opinion, written by Chief Justice Earl Warren, was handed down June 15, 1964. A petition for rehearing was later denied in 379 U.S. 870 (1964).

Congress. In all, since 1962, the legislatures of thirty states out of the thirty-three required to obtain a constitutional convention had sent some forty-seven communications to Congress officially requesting congressional action on the subject of state reapportionment.

Certainly, the North Carolina General Assembly was neither unique nor alone in the position it took in 1965 in an effort to preserve the legislative structure that had served this state so well since the Constitution of 1868.

Only after the bringing of *Drum* v. *Seawell* and the adjournment of Congress without action was it apparent that the course most preferred by this General Assembly had become unobtainable.

I have given you this background so that everyone may understand that there is nothing unique about the situation in which North Carolina finds herself today. A great majority of the states already have been forced to take action in this area. In view of the decisions of federal courts in cases involving these other states, it would have been ill-advised and useless to appeal the decision of the district court.

As I stated earlier, I share the feelings of many North Carolinians that our present system of representation, while not perfect, has worked well and for the best interests of our people for nearly a century. We are faced with the edict of the court, however, which leaves us no alternative but to do the best we can to comply with its terms.

As you know, the North Carolina Constitution provides in article II, sections 4, 5, and 6, that the General Assembly shall be responsible for reapportionment of the House and redistricting of the Senate. Certainly the overwhelming majority of North Carolinians prefers that any changes in our General Assembly and in our congressional districts be made by our own representatives in the legislature and not by the federal court.

On December 6, 1965, the lieutenant governor, the speaker of the House, and I met to discuss what North Carolina should do in light of the federal court orders. We came to the following conclusions:

First, it was our feeling that an extra session should be called for this date;

Second, that the session should limit itself solely to legislative action designed to comply with the court order;

Third, that, due to the length of time it would take to amend the constitution, it would not be practicable to consider the possibility of increasing the membership of either the Senate or House at this session; and

Fourth, due to decisions of the federal courts, it was our opinion that it would not be realistic to consider any system of so-called "weighted" voting.

It is still my belief that these are wise conclusions.

It was further agreed that the lieutenant governor would name a committee from the Senate to study in advance the matter of redistricting for membership in that body and that the speaker of the House would appoint a committee from the House to consider its apportionment. It was also agreed that the lieutenant governor and the speaker, acting together, would select a joint committee to study the matter of realignment of our congressional districts.

I have been pleased and proud of the diligent efforts which all three legislative committees have made in attempting to find reasonable, lawful solutions to the difficult problems posed by the court order. The office of the attorney general and my office have been in close touch with the committees in all of their deliberations. This preliminary groundwork has been accomplished in a genuine atmosphere of teamwork which is in keeping with our heritage of good, representative government. I am confident that your deliberations have been made less difficult because of the preliminary work already accomplished by the committees.

Ladies and gentlemen, the hour of decision has arrived. The General Assembly of North Carolina must meet head on the mandate of the Supreme Court of the United States and reapportion both houses and congressional districts in accordance with the "one man, one vote" decision enunciated by the Supreme Court. The General Assembly must make these decisions in compliance with the specific orders of the United States District Court for the Middle District of North Carolina issued on November 30, 1965.

Let us make no mistake about this—the court will perform the task unless you do so yourselves. For example, in the state of Oklahoma, the legislature was unable to agree on a plan of reapportionment, and so the federal court stepped in and reapportioned by judicial decree. It provided a scheme which divided the state into areas of equal population but which cut across city and county lines.

To allow the federal court to assume this legislative responsibility would be an injustice to the people of North Carolina.

Our people have chosen you as their lawmakers, imposing upon you the responsibility of making legislative decisions and reposing in you their confidence and trust that you are equal to any legislative task. I have every confidence that you will meet this challenge and that you will do what is best for the state as a whole.

I understand and appreciate that the task before you is a legislative problem, both constitutionally and as a practical matter. Therefore, I have not attempted to present specific proposals for reapportionment of the House, redistricting of the Senate, or realignment of our congressional districts. The authority, responsibility, and trust of our people for these assignments reside in you.

During the last year, we have faced many difficult problems together. Working together, we have met the challenges presented and we have met them in the best interest of the state. Your record is one of proud achievement. Again, you are called upon to find solutions to complicated legislative problems. As you approach this task, I assure you of my continued cooperation and interest. I am confident that your action will further attest to your ability and your desire to serve all our people.

LEGISLATIVE MESSAGE TO THE GENERAL ASSEMBLY

February 9, 1967

[In his first message to the 1967 General Assembly, Governor Moore again emphasized the importance of education. He sought support in his endeavors to strengthen state services in many areas, spoke again of his support of the one-university concept, and asked for improvements in areas of law enforcement, health, welfare, and other areas of need. Reaction from individual legislators tended to be favorable though, as would be expected, there were a few negative reactions. House Speaker David Britt of Robeson felt the governor had outlined a "forwarding looking, comprehensive program, that I am sure the General Assembly will consider carefully." Senator Lindsay C. Warren, Jr., of Wayne, called the speech a "very forthright message" and felt that it "dealt with the problems and made firm recommendations." Senator Ralph J. Scott of Alamance, chairman of the senate finance committee, said, "I'm very pleased with the Governor's message. It represents progress. It is something that the Democratic Party ought to be proud of." Representative Sneed High of Cumberland praised the recommendations on education but added, "Some of the others I have some reservations about." Representative Hargrove Bowles of Guilford commented, "I thought it was an excellent message. I'm glad he put education first on the list and I'm mighty glad he put whiskey 'way down in his talk, which might help put it in its proper perspective. I think he showed a lot of courage in what he proposed. I'm anxious to see the budget breakdown, but right now it all sounds real good. He has a lot of money to spend and has picked some good places to put it." Representative James Beatty of Mecklenburg was "very impressed and pleased with the majority of his recommendations. . . ." Representative Gordon Greenwood of Buncombe expressed pleasure "with the Governor's emphasis on education and mental hospitals. . . ." Republican Senator Harry Bagnal of Forsyth said, "I agreed with most of what the Governor said and I think the Republicans in the General Assembly support his message in general. . . ." Republican Representative E. M. McKnight, also of Forsyth, was not quite so receptive when he commented, "I have not studied the message in detail but, in view of the tax cut proposal, it will take a wizard to bring all these things about. Additionally, I think it was quite an admission on his part that many of our statutes are out of date and need recodification, which is the fruits of a one-party state. . . ." (See *News and Observer*, February 10, 1967, for these and other comments.)

The *News and Observer*, in a February 10 editorial entitled "Design for Greatness," stated, "Governor Dan Moore did himself proud in his State of the State message to the General Assembly on Wednesday. If in spirit as well as in detail the proposals he made are carried out, North Carolinians will have better reason to be proud of their State. . . . Actually the Governor showed himself best not in the money he proposed but in the courage he displayed. . . ."

On July 6, following adjournment of the legislature, Moore issued a statement commending the legislature for its work and thanking the members for their adoption of his "program for progress." Indeed, Governor Moore was a governor who was fortunate enough to see the majority of his program enacted into law by the solons.]

Mr. President, Mr. Speaker, and Members of the General Assembly of North Carolina:

The people of North Carolina have selected you as their representatives to help formulate the programs that will give impetus to this state in the coming biennium and on into the future. Knowing of your genuine concern and interest in North Carolina, I welcome each of you to Raleigh. I look forward to close association with you, to your counsel, and to your assistance in building a better state.

Today, perhaps more than on any other day in our history, North Carolina is a land of opportunity for all. Two years ago, I stood here and advocated programs designed to move North Carolina toward the total development of our abundant resources. My programs, then as now, were ambitious. They were generally accepted and improved upon by the 1965 General Assembly. I have sought to implement my programs to the fullest expectations of those who gave them life.

As a result of the careful administration of programs approved by the 1965 General Assembly, more of our young people are in the public schools, and they are receiving a better education. They are staying in school longer, and they are doing better in the colleges or technical institutes of their choice.

The problems of disease and infirmity are of less burden to individuals and to communities. Treatment and care are improved at our institutions. Rehabilitation now has greater personal meaning to many.

We have more highways, and they are becoming safer and more beautiful. Recreational and cultural advantages are closer to all and are being utilized more fully.

Sound economic growth opportunities are increasing. More and better jobs are available; the standard of living is improving; our young people can now stay in North Carolina and prosper.

Yes, tremendous forward strides are being made. But this is not the time to relax our efforts. North Carolina's greatness in many areas is still to be reached. Indeed, if anything, we must accelerate our pace to take full advantage of the prosperity and the opportunities which are ours today. My recommendations to you this afternoon are designed with that purpose in mind.

Governor Moore and Council of State members Thad Eure, Henry Bridges, Claude T. Bowers, Edwin Gill, James A. Graham, Charles F. Carroll, Frank Crane, and Edwin S. Lanier. In the background is a portrait of former Governor O. Max Gardner. (AP photograph.)

In my budget message on Monday evening, I will transmit the budget documents, appropriate bills, revenue estimates, and other vital fiscal information including my recommendations for capital improvements, tax relief, economic development, long-range planning, improved management, and other matters.

In the coming weeks and months, there are major problems to be solved. There are now more than five million North Carolinians, and our people are congregating more in urban areas. Our communities are becoming more industrialized; our farms are becoming more mechanized. Education, transportation, and society, itself, are changing. These things and others offer challenges to stimulate our imaginations and our abilities.

OUR FIRST RESPONSIBILITY

Education is the first concern and responsibility of this administration. Since my youth, I have been aware of the importance of education to our people. It is the foundation of progress and the cornerstone of hope for a better tomorrow. These are not merely clichés; they are statements of fact which have long been realized by governors, legislators, and other North Carolinians.

I personally want to pay tribute, not only to members of the General Assembly, but to everyone who has contributed to the cause of education. From the university at the top of our public education structure to the first grades in schools throughout the state, a wonderful job is being done in educating the youth of North Carolina. Throughout the system, teachers and administrators are to be praised for their wise utilization of the resources given them to mold young North Carolinians into thinking men and women.

By no means do I want to leave the impression that we have done enough for education. This certainly is not the case. North Carolina, in spite of a decade of intensified educational progress, still has a long way to go to attain the system we desire. Because of our needs for today and tomorrow, I am recommending record biennial budgets for the public school system, for the system of community colleges, and for the institutions of higher learning. More than 70 percent of every General Fund tax dollar will go into public education.

THE PUBLIC SCHOOL SYSTEM

North Carolina has every right to be proud of its public school system. Although North Carolina ranks forty-second in per capita personal income, we rank third in the nation in the percent of state tax dollars provided the public schools. Unlike most other states, the state of North Carolina—not local government—has undertaken the tremendous responsibility of basic support of the system.

We are fortunate to have available sufficient revenues to meet the major needs of our growing public school system. In my budget message, I will proudly recommend for the public schools the largest appropriation of General Fund tax dollars ever presented to a General Assembly of North Carolina. I will recommend total General Fund appropriations of $784,335,354 (including retirement and Social Security and debt service), an increase of $130,494,390, or 19.96 percent above comparable expenditures for 1965-1967.

It is imperative that this money be spent wisely to improve to the greatest extent possible the educational opportunities of our young people.

My first recommendation is for a major increase in salaries of public school teachers and other personnel employed under the nine months school fund, as well as vocational education teachers. My recommendation will provide public school teachers with an average increase of 8.73 percent in 1967-1968, and an additional 8.85 percent in 1968-1969, for a biennial total increase of 17.58 percent. This was the exact recommendation of the State Board of Education.

These increases will raise the minimum annual salary for an "A" certificate holder from $4,227.25 in 1966-1967 to $5,004.25 in 1968-1969. North Carolina can now reach its long-sought goal of a $5,000 minimum annual salary for beginning teachers. The minimum annual salary for a graduate certificate holder will be raised from $4,745.25 to $5,605.50, to which can and should be added local supplements. When added to the 10 percent legislative raise given teachers during this biennium, it will mean more than a 27 percent salary increase in four years, the largest given during any administration in the last twenty years.

In addition, I recommend appropriate pay increases for other school personnel. These include 50 percent, from $10 to $15 per day, for substitute teachers; 5 percent in 1967-1968 and an additional 5 percent the following year for principals, 5 percent for superintendents, assistant superintendents, supervisors, clerical assistants, property and cost clerks, attendance counselors, clerks in schools, mechanics, janitors, and maids; and $10 per month for school-bus drivers. In some categories, it will be necessary to appropriate some additional funds to comply with the new federal minimum wage law which became effective February 1.

I also recommend:

The hiring of an additional 65 special education teachers for each year of the biennium (130 total).

Additional teacher scholarship loan funds to assist needy and worthy students.

Additional funds for vocational rehabilitation services.

More administrative assistance.

The continuation of the Shakespeare and Sandburg projects.

Four hundred thousand dollars for a thorough study by the Board of Education and the superintendent of public instruction on the feasibility of public kindergartens.

In continuing our efforts to provide free textbooks, I recommend the elimination of the present $5 fee paid by high school students. The 1965 General Assembly approved my request to eliminate fees for elementary books. Your enactment of a free high school textbook system would put North Carolina in the forefront of the nation in providing free textbooks throughout the public school system. This will be another longtime dream come true for North Carolina.

Our state must continue its efforts in educational research, development, and experimentation. I recommend the continuation of the Governor's School and of the Comprehensive School Improvement Project which has been conducted for some time within the Department of Public Instruction.

The Learning Institute of North Carolina has gained favorable recognition for its pioneering efforts in educational innovation. Many of its objectives, however, have been given to the new Regional Education Laboratory for the Carolinas and Virginia. LINC was instrumental in setting up this new federal-funded, nonprofit organization. The Learning Institute still has a major role to play, however, and I recommend it continue to press forward with educational research. I also recommend that state funds utilized by LINC be placed under the control of the State Board of Education.

If the State Board of Education recommends continuation of the Advancement School, I will endorse its position.

We must ever seek to improve and utilize better our public school educational resources. The future demands that North

Carolina provide its young with the best educational opportunities possible. In order to give us direction and creative leadership I recommend that you authorize the appointment of a "blue-ribbon" commission to study all aspects of the public school system in North Carolina. This commission should review our school policies, programs, and goals in light of present and future needs. A résumé of its findings and any necessary recommendations should be made to the governor and the 1969 General Assembly.

COMMUNITY COLLEGES

The community college system, with its technical institutes and industrial education centers, is among the most valuable educational resources of our state. Educational benefits—from learning to read and write to acquiring highly technical skills—are available to all at these institutions. Considerable progress has been made within the system during the present biennium. Its educational role will increase. In fact, during the next biennium, it is estimated that present enrollment of 22,892 full-time-equivalent students will almost double.

I recommend a substantial increase in appropriations to meet expected needs. I also recommend the conversion of Wayne Technical Institute to a community college, the establishment of four new branch units, and an increase for new industry training programs. Beyond this, I strongly recommend that the existing institutions be strengthened and well established before any further expansion of the system is authorized.

For community college teaching personnel, I recommend salary increases of 8 percent in 1967-1968, and an additional 4 percent in 1968-1969. I also recommend a 5 percent increase, beginning fiscal 1967-1968, for noninstructional personnel.

HIGHER EDUCATION

Higher education in North Carolina is today at a crossroads. In one direction is the continued orderly development of our institutions, full utilization of our higher education resources, and attainment of defined goals by set standards. The other direction goes off into the unknown, leading perhaps to unwise duplication, unnecessary rivalry for limited appropriations, and a general weakening of our state-supported higher education system. The direction North Carolina takes, ladies and gentlemen, is for you to decide in the months ahead.

Two years ago, I recommended and the General Assembly approved a reorganization of the State Board of Higher Education. The reorganization was made to enable the board to provide affirmative and creative leadership for public higher education. Specific responsibility for formulating statewide long-range higher educational plans was assigned to the board.

In the current biennium, the board has undertaken, with my complete support and with the assistance of the university and each of our senior college presidents, a thorough study of state-supported higher education. The study encompasses state objectives and goals, enrollments, admissions, financing, and the future of our predominantly Negro colleges. This study will not be completed until 1968, but I will have an additional message on the findings and recommendations thus far later in this session.

The demands on our system of higher education are growing. Our university, with its four campuses, and our twelve four-year colleges now have enrolled approximately 59.7 percent of the students attending college in North Carolina. Numerically, enrollment at these institutions is expected to reach 67,294 full-time-equivalent students by 1968-1969, an increase of 25 percent over current budgeted enrollment.

Each state-supported institution of higher learning has an increasingly important part to play in our efforts to insure every North Carolinian the opportunity to attend a college of exceptional quality. While all institutions must develop to the fullest, I remain convinced of the soundness and the many advantages of the one-university concept. It has served and continues to serve this state well, and I remain determined to oppose any effort to deprive the people of North Carolina of the positive benefits of consolidation. No major change in our system of higher education should be made until the study now under way is completed, and the future of our system of higher education is clearly charted.

The university, itself, is not above improvement. It must continue to improve all of its services to the people of this state. In this light, I commend for your consideration the report of the Commission on the Study of the Board of Trustees of the University of North Carolina. The commission was chaired by former Governor Luther Hodges[19] and was made up of outstanding

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[19] Luther Hartwell Hodges (1898-), industrialist and governor from Leaksville; A.B., University of North Carolina, Chapel Hill; associated with Marshall Field and Company, becoming vice-president in 1943 and retiring in 1950; lieutenant governor, 1952-1954; successor to William B. Umstead as governor following death of Umstead; elected to his own full

North Carolina citizens. I will have additional comments on this report in a later message.

At the university and throughout our system of higher education, there is a need to strengthen faculty and administration. We must keep at our institutions outstanding scholars who can contribute to the development of our young people, and we must bring additional outstanding professors to our campuses.

Therefore, I recommend a substantial appropriation for adjustments in the salaries of academic and administrative personnel in higher education, including the School of the Arts. The distribution of the funds is to be made at the discretion of institutional heads. My recommendations provide for salary increases ranging from 7 to 9 percent in 1967-1968, and an additional 4 percent during the second year. The more disadvantaged institutions will benefit most from these increases.

Increases are recommended to strengthen further the staff of the Board of Higher Education.

I also recommend appropriations to improve institutional research and development offices, expand highway safety research, improve the student-teacher ratio in graduate programs, and implement new research and graduate programs.

My recommendation for the biennium represents a 39.5 percent increase in operating appropriations for state-supported higher education. When combined with the substantial increases granted by the 1965 General Assembly, it will mean that we have increased biennial appropriations for higher education by 92.5 percent over the level of spending in 1963-1965. In addition, in my budget message, I will recommend a large appropriation for capital improvements at our institutions of higher learning.

CULTURE

North Carolina has long been recognized for its cultural achievements. We lead the nation in the percent of tax funds spent on the arts. North Carolina had the first state symphony. It was the first state to finance art purchases for our people, to

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term and served, 1956-1960; appointed federal secretary of commerce by President John F. Kennedy, resigned, 1965. *North Carolina Manual, 1959*, 405-406; Beth G. Crabtree, *North Carolina Governors, 1585-1968: Brief Sketches* (Raleigh: State Department of Archives and History [Revised], 1968), 134-135, hereinafter cited as Crabtree, *North Carolina Governors*; William S. Powell (ed.), *North Carolina Lives: The Tar Heel Who's Who* (Hopkinsville, Kentucky: Historical Record Association, 1962), 605-606, hereinafter cited as Powell, *North Carolina Lives*.

support outdoor dramas, and to appropriate funds for a theater building. Our North Carolina School of the Arts is unique and has attracted international attention.

Now is the time, I believe, to consider plans for construction of a new state Art Museum building. This structure must be a building which is, itself, a work of art. It must be large enough to house the valuable art collection North Carolina has now and which, I am confident, will continue to grow. This building could be financed jointly by state and private funds. I may have more to say on this matter later in the session.

Carrying forward this general interest in the arts, I last year appointed a group of outstanding citizens to serve as a North Carolina Arts Council. It is conducting a thorough and complete survey of all cultural resources in the state. North Carolina has need for such a clearing house of information and service for all the arts. I recommend that the North Carolina Arts Council be made a statutory committee to serve this purpose.

Since moving to Raleigh, Mrs. Moore[20] and I have come to love the Executive Mansion on Blount Street. It does, of course, belong to the people of North Carolina, and, as such, it should be preserved and maintained in the finest traditions of our state. With this in mind, my wife early called a group of interested citizens together, and, on the basis of the group's recommendation, I appointed an Executive Mansion Fine Arts Committee. This committee, assisted by the Department of Archives and History, has made an inventory of the furnishings there, completed a new history of the building, and has solicited more than fifty-seven thousand dollars in private gifts for the enrichment of the mansion. In order to carry forward this work, I recommend the creation of a permanent Executive Mansion Fine Arts Committee.

HEALTH AND HOSPITALS

Tremendous progress is being made in physical and mental health services to the people of North Carolina. We must now take advantage of the many additional opportunities available to improve health care for our citizens. However, we must plan wisely the utilization of the funds we have and avoid unnecessary duplication. Greater coordination among various state agencies in this area is essential.

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[20] Jeanelle Coulter Moore (Mrs. Dan K.), native of Tennessee; A.B., Western Carolina; former teacher in Canton; active civic leader. *News and Observer*, February 16, 1964; *Who's Who of American Women with World Notables* (Chicago: A. N. Marquis Co., Inc., Sixth Edition, 1970-1971 [1969]), 873.

With these facts in mind, I recommend an increase of 22.3 percent in general fund appropriations for health and hospitals. These appropriations will assist greater numbers of North Carolinians through programs of the State Board of Health, the Medical Care Commission, the Department of Mental Health, the four tuberculosis sanatoriums, and the North Carolina Memorial Hospital and Psychiatric Center.

Special attention must be given to the care and treatment of our mentally ill and retarded. Community mental health centers have proved their value and I recommend a substantial increase in grants for use in this area. At our institutions, needs are for personnel and service. I recommend funds for enough personnel to permit a 2.1 to 1 patient-employee ratio. I also recommend increases for medical care and treatment.

Sites for the three alcoholic rehabilitation centers authorized by the 1965 General Assembly have been selected at Greenville, Asheville, and Butner. Plans for the center at Butner are near completion. In view of needs in this area, I recommend that the five-cent-per-bottle fee on alcoholic beverages authorized by the last legislature be continued. I also recommend that sufficient funds, available because of this income, be used for research in the field of alcoholism and the treatment of alcoholics.

The enactment of the Medicare program has required complete review of health services provided or purchased by state agencies and institutions. Title XVIII, which provides hospitalization and certain other services for citizens sixty-five years or older, has been implemented smoothly by the State Board of Health. About 97 percent of the state's general hospital beds have been certified for Medicare participation.

There is an obvious need for all state agencies concerned to establish a uniform schedule for medical fees and payments to hospitals. On the basis of a careful study, I recommend that a uniform fee schedule be established and the necessary funds be appropriated. In addition, to assist the work of our local health departments in their many programs, I recommend an appropriation of $800,000 for additional payments to the counties.

Careful consideration has been given to Title XIX of Medicare. This program is not limited to those of age sixty-five or over but embraces practically all persons identified as "medically indigent." To participate in Title XIX, North Carolina must initiate its program by July 1, 1970. Based on my studies thus far, I feel that we need additional time to understand precisely what will be required in new programs, new costs, and new coverages. Therefore, I recommend that no action be taken on the implementation of Title XIX at this time.

I do plan to name a statewide committee, however, to begin comprehensive health planning for the state of North Carolina. This committee will have representatives of all the major health disciplines and areas of service, as well as the users of health and medical care.

PUBLIC WELFARE

We are constantly seeking improvement of state services in meeting human need. For this reason I am pleased with the efforts of the Board and Department of Public Welfare under its new and vigorous leadership. It has increased operational efficiency of the department and improved services to recipients of welfare funds. Improved administration now guarantees that the assistance checks are mailed regularly on the first day of every month.

To meet needs in the area of public welfare, I recommend appropriations to provide for the continuation of trends projected in case loads and in average grants to recipients of Old Age Assistance, Aid to Dependent Children, and Aid to Permanently and Totally Disabled. I also recommend funds to provide more medical assistance to welfare recipients and to reduce administrative work loads. My recommendations represent a 26 percent increase in state funds for the department.

THE BLIND AND THE DEAF

State services to the blind must be continued and strengthened. I recommend funds for additional administrative and rehabilitation personnel, for reduction in case loads and increases in the average grants to blind recipients, and for meeting increased costs of medical services.

Trustees of the state schools for the blind and deaf have studied the future of the institutions. They offered a joint proposal to concentrate all deaf students at the schools for the deaf. The Governor Morehead School would be used only for the blind. The proposal was completed after the recommended budget had been prepared. I believe, however, that the suggestion has merit, and I recommend that you give it your careful consideration.

CORRECTIONAL AGENCIES

The state must preserve and advance the progress made by the Board of Juvenile Correction, the Probation Commission, the Prison Department, and the Board of Paroles. All of these agencies are engaged in activities which have as their common aim the punishment and correction of court-identified offenders and their successful rehabilitation as law-abiding members of free society. This fact calls for close coordination of their correctional services.

This administration has encouraged the state's correctional agencies to work together in developing a common philosophy and consistent practices. Probation, prisons, and paroles are now administered from one headquarters building. They are sharing basic services. These developments promoted more effective use of statistics, research, and evaluation to guide the efforts being made to make correctional services more responsive to the needs of offenders and the safety of society. I recommend funds to provide for further improvements in these agencies.

PUBLIC REGULATORY AGENCIES

I commend to you the work being done by the Department of Agriculture, the State Utilities Commission, the Industrial Commission, the Department of Insurance, the Department of Labor, the State Board of Alcoholic Control, the National Guard, and the Civil Defense Agency. I recommend appropriations for continuation and strengthening of the services of these agencies.

The reorganization of the State ABC Board approved by the 1965 General Assembly has resulted in a more effective administration of our ABC system. The work of the agency, however, has become more difficult as a result of the North Carolina Supreme Court's decision in the so-called "brown-bagging" case.[21]

I urge the General Assembly to give prompt and careful consideration to this matter. I recommend that the principle of control, which is the basis of our ABC system, be retained in any decision affecting the sale of alcoholic beverages. Since the sale of alcohol by the drink would violate that principle, I am opposed to it. However, if the principle of control can be retained and if the so-called "brown bag" custom, which has developed over the years, can be legalized, I recommend this be done.

HUMAN RELATIONS

North Carolina is making continued progress in human relations. The calm and spirit of cooperation so necessary for continued development of our resources has prevailed. Opportunities of equal employment are improving in state government and in private business. The North Carolina Good Neighbor Council has continued its broad service to the state and has proven its ability to provide constructive leadership in this area.

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[21] In the case referred to by Governor Moore, the plaintiff had filed on behalf of itself and seventeen other restaurants in Mecklenburg County to enjoin the city of Charlotte, Mecklenburg County, and the North Carolina Alcoholic Beverage Control Board from enforcing the Turlington Act as amended by the Alcoholic Beverage Control Act of 1937. On March 31, 1966, the attorney general had advised the judge of the recorder's court of Charlotte that neither the Turlington Act nor the ABC Act permitted the possession of alcoholic beverages at any place within "a wet territory" other than in one's own dwelling or while being transported to the dwelling. Consequently, the enforcement officials declared their intention of enforcing the law as thus interpreted, despite the nineteen-year practice by which individuals had taken intoxicating liquor into public restaurants in a "brown bag," briefcase, pocket, or other place in which the liquor could be kept out of sight. The plaintiffs sought an injunction to prevent enforcement of the law as interpreted in light of the attorney general's ruling. The order restraining the defendants was appealed to the supreme court. The court held that the Turlington Act remained the law except as modified or repealed by the ABC Act. Among other provisions, the law required that persons possess intoxicating liquors only in their private dwellings for their own consumption or that of their families or bona fide guests or in transit to their dwellings, in an amount not in excess of one gallon from out of state or from an ABC store within the state. The court ruled that it was unlawful, even in an area under the ABC Act, to transport to restaurants, private clubs, or other public places alcoholic beverages for consumption, even if the liquors were concealed from view. *D & W, Inc., T/A Merry Go-go Round, on Behalf of Itself, and Diab, Inc., T/A Pecan Grove Supper Club, and Such Other Citizens and Plaintiffs of Mecklenburg County, North Carolina Affected by the Turlington Act and the Alcoholic Beverage Control Act of North Carolina,* v. *the City of Charlotte, a Municipal Corporation, the County of Mecklenburg, Clawson Williams, Chairman of the Alcoholic Beverage Control Board of the State of North Carolina, Jones Y. Pharr, Chairman of the Mecklenburg County Alcoholic Beverage Control Board, Henry Severs, John Hord, Ernest Selvy, George Stephens, W. Fleming Talman, Sr., Lawrence C. Rose, G. W. Birmingham, Jr., Robert I. Cromley, Sr., Ray B. Brady, Charles E. Knox and Fred C. Cochrane,* 268 N.C. 577 (1966).

In spite of our progress, there remains much work to be done in the area of human relations. While all North Carolinians have responsibilities in this area, the Good Neighbor Council must continue and strengthen its activities and assistance programs. In order to facilitate this, I recommend that the Good Neighbor Council be made a statutory agency.

LAW AND ORDER

The enforcement of law and the preservation of order are essential to North Carolina's progress and peace of mind. Because of its importance, I have devoted a great deal of my time to responsibilities in this area. I have formed and worked with the Law and Order Committee of state officials with responsibilities in this area and of representatives of local law enforcement organizations. This committee has been a clearing house for information and has helped provide greater coordination of effort. In order to carry on this increasingly important work, I recommend that the Law and Order Committee be made a statutory body.

The work of the committee has stimulated interest in a statewide coordinated program of law enforcement education. I strongly support this. At my request, Professor of Law Albert Coates,[22] founder of the Institute of Government, and Edward Scheidt,[23] former commissioner of motor vehicles, as consultants, are working on a coordinated program for the training of law enforcement officers at all levels which should be ready for consideration within the next several months.

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[22] Albert Coates (1896-), from Chapel Hill; A.B., University of North Carolina, Chapel Hill; LL.B., Harvard; World War I veteran; founder and director, Institute of Government, 1931-1962. *Who's Who in America*, Vol. 35, p. 447.

[23] Edward Scheidt (1903-), native of Minnesota; A.B., LL.B., University of North Carolina, Chapel Hill; lawyer; affiliated with Federal Bureau of Investigation, 1931-1953; appointed commissioner of motor vehicles, May 21, 1953, and served until November 1, 1965. *North Carolina Manual, 1965*, 472-473; David Leroy Corbitt (ed.), *Public Addresses, Letters, and Papers of William Bradley Umstead, Governor of North Carolina, 1953-1954* (Raleigh: Council of State, State of North Carolina, 1957), 326, hereinafter cited as Corbitt, *Addresses of Umstead.*

While I am proud of law enforcement throughout the state, I am concerned over incidents of bombings of residences and intimidation of citizens. Such activities cannot be tolerated if the law is to have meaning for all. We cannot allow any individual or group of individuals to terrorize and intimidate a citizen of our state. I recommend that the act of burning a cross or other symbol, without the permission of the owner of the property, be made a felony under state law.

Certainly, there is no more dastardly crime than the bombing of an individual's home, be it a house or trailer, where he and his family may be sleeping. This is a despicable and cruel act which deserves the sternest punishment. In some respects, it is worse than first degree burglary, which now is punishable by death. I recommend to this General Assembly that the act of bombing occupied property be made a felony punishable by not less than imprisonment for ten years or more than imprisonment for life.

In order to aid in the arrest and conviction of those guilty of these and other felonies, I recommend changes in our present reward statute, which is completely out of date and of little value. State law now provides for the governor to offer a reward of not over four hundred dollars for information leading to the arrest of an individual known to have committed a felony. I recommend this law be amended to authorize the governor to offer a reward not to exceed ten thousand dollars, not only for the arrest of a person known to have committed a felony but also for information leading to the arrest and conviction of such person.

THE ADMINISTRATION OF JUSTICE

North Carolina can be very proud of the progress being made in improving and expediting the administration of justice. The state is indebted to the members of the Courts Commission for their effective services. After twelve years of planning and development, new district courts are beginning to replace all courts in the state below the superior court. This new system of uniform courts will provide better administration of justice while relieving counties and cities of the cost of operating local courts.

I recommend that this General Assembly implement the establishment of the new appellate court authorized by vote of our people. If you take this action, we are prepared to proceed immediately to provide the necessary courtroom and offices in the State Library Building, the former home of the supreme court.

NATURAL RESOURCES

We must continue to protect and wisely utilize our abundant natural resources—land, water, air, forests, and wildlife. As our population continues to grow, these resources will become even more precious. The 1965 General Assembly authorized the Department of Water Resources to study needed legislation for improving water resources development and on groundwater conditions. The study is being completed and legislation will be prepared to provide for special needs in the state's different regions. I recommend your careful consideration of this study and of the legislation.

Open-pit mining of phosphate in the Coastal Plain region has great economic promise for the development of this area but unfortunately it has raised questions concerning its effect on groundwater supply. At the request of the Board of Water Resources, the governor and Council of State made funds available to hire internationally recognized consultants to make an evaluation. The consultants, after lengthy study, concluded that, unless proper controls are initiated, open pit mining could adversely affect the quality and quantity of water available. The consultants are available to discuss their report at your convenience. I recommend that necessary steps be taken in this session to prevent misuse of the groundwater supply. Proper legislation will be introduced later.

For added efficiency, I recommend that the Board of Water Resources and the State Stream Sanitation Committee be consolidated as one new board. This new board would have general supervision of all matters pertaining to our water resources and pollution abatement. In addition, I recommend that this new board be assigned the responsibility for abating air pollution under a new air pollution control law.

HIGHWAYS

I am pleased to report that North Carolina is presently in the midst of the largest road building program in its history. More than four hundred projects were let last year. This represented nearly four thousand miles of resurfacing, paving, widening, and major reconstruction. The total contract value was $112.5 million, the largest for any single year in North Carolina history. This was accomplished in spite of a reduction in federal highway funds for the second half of the year.

Excellent progress is being made in the implementation of the $300 million road bond issue which was authorized by the 1965 General Assembly and approved by the people that fall. By the end of last year, over 169 primary road projects, 1,500 secondary road projects, and 500 urban street improvement projects had been approved by the Highway Commission. Over $30 million of bond work was let to contract in 1966. All totaled, nearly $50 million of bond monies have been spent or obligated.

I assure you that the wise utilization of bond monies will continue. Probable expenditures this year will exceed $60 million, and 1968 will be the big year for the bond program as the major primary road projects will go under construction. If federal funds are made available, it is anticipated that total lettings for highway construction may reach $200 million in 1968.

There remain many needed road improvements in all sections of North Carolina. The State Highway Commission, on the basis of an established system of priorities, is meeting these needs as rapidly as possible. North Carolina is fortunate to have bond funds and Appalachian highway funds to utilize in the face of the delay in apportionment of federal highway funds. We will continue to meet road needs as rapidly as wise planning and sound construction will allow.

HIGHWAY SAFETY

The 1965 General Assembly enacted one of the most comprehensive state highway safety programs in the nation. This program has been implemented, and North Carolina has advanced the cause of traffic safety. Our efforts have been recognized throughout the country. Although the number of deaths on our highways continued to climb, the rate of increase slowed considerably.

Measured by North Carolina's experience over the last seven years, we would have recorded 1,733 deaths in 1966. Had North Carolina matched the national percentage increase over the previous year, we would have reached a total of 1,782. Instead, because of our efforts which helped to bring about the lower rate of increase actually registered, North Carolina's total was 1,709. In addition, for the first time in five years, there was in North Carolina an actual reduction in the number of fatalities per hundred million miles traveled.

Because of our coordinated effort, North Carolina is making progress in the war against death and destruction on the highways. The inspection program is a success; more troopers patrol our highways; our young drivers are better trained; diligence in licensing has removed many potentially dangerous drivers from the highways; our roads are being made safer; the Traffic Safety Research Center is in operation; reflectorized license tags are in use; a new court system has been launched; the Traffic Safety Authority has coordinated the new and improved safety programs designed by the departments and agencies involved with traffic safety.

We are generally pleased with the initial success of our program, but too many of our people are still dying on the highways and many others are maimed. Our task is becoming increasingly more difficult. The number of vehicles on our highways is now over 2.5 million. The number of drivers, particularly young drivers, is increasing. People are driving more. The Traffic Safety Authority and I have inventoried our safety programs and have assigned priorities to needed additions.

I recommend a strengthening of our inspection program; additional highway patrolmen; a revision of licensing procedures to allow those mentally or physically incapable of safe operation of a vehicle to be more easily recognized; laws arranging for special testing and licensing of motorcycle operators, safety equipment for the machine, and restrictions on number of passengers; the means for identification and removal of the cause for the alarming increase in one-car fatal accidents and pedestrian fatalities; and better preparation and equipment for driver education instructors.

ELECTION LAWS

There is a need for improvement in the election laws of North Carolina. This is evident from the report of the Election Laws Revision Commission. The commission was authorized by the 1965 General Assembly. Three members were appointed by me, two were named by the speaker of the House, and two were named by the lieutenant governor. Senator Oral Yates[24] was chairman. I recommend your careful consideration of the report.

In addition, the State Board of Elections has made several recommendations pertaining to the election laws. The board urges the adoption of the loose-leaf registration system by all counties, the requiring of each voter to sign the poll book, and the certification of all civilian return absentee ballot envelopes. I also recommend your approval of the suggestions of the Board of Elections.

North Carolina is feeling the terrible impact of the war in Vietnam, perhaps more than many of our sister states. Our sons and daughters have answered again our nation's call in its time of need. We pay tribute to the fallen and express our continuing appreciation and support for those who defend the rights of free men everywhere. To help show our support, many North Carolina flags have been sent, upon request, to units in Vietnam, and our Veterans Commission is rendering every assistance possible to veterans and dependents.

The war in Vietnam is demonstrating again that young North Carolinians are aware of their responsibilities as citizens and that they can meet those responsibilities in war as well as in peace. We are proud of all of them and have confidence in their abilities. I recommend that the people of North Carolina be given the opportunity of voting on a constitutional amendment which would permit the General Assembly to fix the age requirements for voting.

GOVERNMENTAL COOPERATION

I am personally encouraged at the initial results of our efforts to establish an equal partner relationship with the federal government. We have made state government more responsive to those federal programs that will benefit North Carolina and allow us a part in decision making. State agencies, particularly the State Planning Task Force, have cooperated with local governments in utilizing certain federal programs.

With the help of members of the North Carolina congressional delegation, we have sought to make our position on various matters known to officials of the administration in Washington. I look forward to a continued close working relationship with members of the delegation on matters of importance to North Carolina.

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[24] Oral Love Yates, Sr. (1902-   ), farmer from Waynesville; educated Western Carolina and Cecil's Business College; state representative, 1951, 1959; senator, 1963-1965. *North Carolina Manual, 1965*, 556-557.

This General Assembly, of course, is under court order to realign our congressional districts. I am sure you will act on this most important matter, as on all others, in the best interest of the people of North Carolina.

STATE EMPLOYEES

Much credit for the progress being made in North Carolina is due state employees. They are the ones who get the job done and done well. They deserve the appreciation of all the people of this state. Because of their service, I recommend General Fund and Highway Fund appropriations to provide a 5 percent salary increase for all full-time state employees subject to the Personnel Act. When added to the 10 percent raises given state employees during this biennium, it will mean salary increases of 15 percent across the board in four years. This does not include salary increases resulting from adjustments, position reclassifications, and salary increments. My recommended increases will also cover certain employees in other specialized categories.

In view of the continued shortage of qualified physicians in our state mental hospitals, I recommend a 10 percent salary increase for these positions to be distributed at the discretion of the Department of Mental Health.

There has been some confusion concerning what a state employee should, or should not, do in terms of participating in political activities. Of course, state employees have all the rights and obligations of citizenship provided in the constitution and the laws of North Carolina and in the Constitution and the laws of the United States. There is, however, a need for clarification.

For the protection and reassurance of all state employees, I recommend that you consider incorporating into the Personnel Act a clear statement of the individual right of the employee to participate in the political life of our state on his own time, while prohibiting any improper use of the time or influence of any employee or official to persuade or coerce political support or action.

CONCLUSION

State government in North Carolina is a complex operation. It requires coordination of numerous agencies and departments and cooperation with other governmental units. The state has under way many programs of service to the people, and it is always seeking to improve and make itself more efficient. I have not attempted to summarize or even touch upon all of the important work of state government. But, ladies and gentlemen, I assure you all are necessary and important to the people of this state.

As I have attempted to emphasize by pointing to particular areas today, tremendous progress has been made in the last two years. North Carolina has taken a giant step forward toward greatness in all areas. We must accelerate our pace in the coming biennium. By working together, I am convinced that this legislature and this administration can carry forward programs and services of lasting value to the people of North Carolina.

After all, what we seek is that which is good for the people. Our recommendations here and those which will be included in my budget message are based on thoughtful programs, all designed with this single purpose in mind: to provide the means for a better and more useful life for every man, woman, and child in North Carolina. This is the goal of total development. With your help and continued divine guidance this better and more useful life can be put within reach of all North Carolinians.

BUDGET MESSAGE TO THE GENERAL ASSEMBLY

February 13, 1967

[In less than a week's time, Governor Moore addressed the General Assembly twice. His second message proposed an all-time high budget of $2.7 billion for the biennium while at the same time requesting tax relief totaling $23.3 million. Capital improvements of nearly $180 million were called for without the necessity of a bond issue. Later, on May 23, the governor issued a statement in which he released the revised official estimates of General Fund revenues, making available an additional $28.4 million.

Upon completion of the February 13 address, House and Senate members gave the governor a standing ovation. The *Greensboro Daily News* for February 14 explained, "For those who have wondered about the Governor's generalized commitment to North Carolina's 'total development,' his two message[s] have largely spelled out that phrase's positive meaning." Representative Earl Vaughn of Rockingham County said, "I was very pleased with it. I think the tax relief proposals were generally expected." Representative Philip Godwin of Gates called the budget proposals "very realistic." Representative Neill McFadyen of Hoke called it "an excellent budget message. That's the only way I could describe it." Representative Roby Garner, a Republican of Randolph, felt "It all sounded good. I hope we'll have the money to do it all. . . . I feel the tax cut is about all he could give with all he's asking for." Senator Martha Evans of Mecklenburg remarked, "I loved it. I think the Governor did a terrific job in showing us how to spend and where." (For these and other comments, see the *News and Observer*, February 14, 1967.)]

Mr. President, Mr. Speaker, and Members of the General Assembly of North Carolina:

Tonight I transmit to you, the members of the General Assembly, the state budget recommendations for the 1967-1969 biennium. You have on your desks the four budget documents.

Volume I is the "A" Budget and contains requests and recommendations for operating funds to carry on established programs and activities at approximately the level of service now maintained. Volume II is the "B" Budget and contains requests and recommendations for appropriations to finance improvements or expansion in established programs or to establish new programs. Volume III is the Capital Improvements Budget and contains requests and recommendations for specific building projects. Volume IV is the Digest of the State Budget, along with informative statistical data, graphs, and charts.

These budget documents, along with the bills necessary to implement the budget, are the result of months of hard, unselfish, and dedicated work by the Advisory Budget Commission. I have never known a more dedicated and industrious commission, and I commend the members for a public service of the first magnitude.

I would like for the members of the Advisory Budget Commission to stand and be recognized by this joint session. The chairman was the Honorable Thomas J. White[25] of Lenoir County, chairman of the 1965 Senate Appropriations Committee. The members were the Honorable W. Frank Forsyth[26] of Cherokee County, chairman of the 1965 Senate Finance Committee; the Honorable A. A. Zollicoffer, Jr., of Henderson, chairman of the 1965 House Appropriations Committee; the Honorable C. E. Leatherman[27] of Lincoln County, chairman of the 1965 House Finance Committee; and my two appointees, the Honorable Joe C. Eagles, Jr.,[28] of Wilson, and the Honorable Edward M. O'Herron, Jr.,[29] of Charlotte.

I have enjoyed working closely with this commission in its deliberations, including some of its travels across North Carolina to state colleges, hospitals, prisons, and other institutions. I am happy to announce tonight that, because of their splendid service, I am reappointing Mr. Eagles and Mr. O'Herron to serve again as my appointees to the Advisory Budget Commission.

I am pleased to recommend, with the unanimous approval of the Advisory Budget Commission, total appropriations of

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[25] Thomas Jackson White (1903-), lawyer from Kinston; educated, North Carolina State and University of North Carolina Law School; state representative, 1953-1957; state senator, 1961-1967; member, many state commissions; member, Advisory Budget Commission since 1961 and chairman since 1963. *North Carolina Manual, 1967*, 584-585.

[26] William Frank Forsyth (1915-1970), banker from Murphy; educated, Emory and Henry College; attended various courses for bankers; state senator, 1959-1965. *North Carolina Manual, 1965*, 532; *News and Observer*, February 28, 1970.

[27] Clarence Edwin Leatherman (1925-), lawyer from Lincolnton; educated, Gardner-Webb, Appalachian; LL.B., University of Tennessee; World War II veteran; state representative, 1961-1969. *North Carolina Manual, 1967*, 635; "1969 General Assembly," [18].

[28] Joseph Colin Eagles, Jr. (1910-), tobacconist and farmer from Wilson; A.B., J.D., University of North Carolina, Chapel Hill; World War II veteran; chairman, Advisory Budget Commission, 1959-1960, member, 1955-1960; legislative counsel to governor, 1959; state senator, 1949-1951, 1955-1957, 1961; vice-chancellor, business and financial affairs of the University of North Carolina at Chapel Hill since June 1, 1968. *North Carolina Manual, 1961*, 478; *News and Observer*, April 26, 1968.

[29] Edward M. O'Herron, Jr. (1915-), merchant from Charlotte; A.B., University of North Carolina, Chapel Hill; World War II veteran; state representative, 1951-1955. *North Carolina Manual, 1955*, 501.

$2,706,462,341 for 1967-1969 out of total available funds of $2,778,907,759 from all sources. Of this amount, $1,493,838,044 will be from the General Fund and $572,936,243 will be from the Highway Fund (including federal highway funds of $132,370,000). The total recommended budget is $418,861,736, or 18.3 percent, greater than comparable expenditures for the current biennium.

The recommended budget for 1967-1969 is in keeping with North Carolina's tradition of progress with fiscal integrity. It is a balanced budget. It is constructive, realistic, and forward-looking. If adopted by this General Assembly, the budget will provide the largest biennial appropriations ever made in this state. I am pleased to report that these record expenditures can be accomplished without any new taxes or any additional bonded indebtedness.

All of this can be achieved because the state of North Carolina is in excellent fiscal condition. Revenues continue to exceed legislative estimates and there will be substantial reversions resulting from our efficient administration which kept expenditures below appropriations. The General Fund will begin the next biennium with an estimated credit balance of $163,158,791. It is a great asset to our state and must be spent wisely.

Following the adjournment of the 1965 General Assembly, one of my first actions was to call meetings of state department heads, community college presidents, and heads of our state-supported institutions of higher education. At these three meetings we discussed ways and means of improving the administration of state government. We stressed that the size, the scope, and the diversity of state government require that we utilize the best management and administrative skills available today. All agencies and institutions were urged to maintain careful budgeting, good planning, skilled employee relations, wise use of time, and improved communications.

It was pointed out that dollars alone cannot define objectives and realistic goals. Dollars are primarily tools to be used wisely and productively. They may be described as input. Results are output—and this is what really counts. The follow-up by state agencies and the Department of Administration has paid off. In my opinion, these efforts have contributed to the substantial General Fund credit balance which now exists. In turn, this has helped make possible my recommended tax relief proposal to be outlined in this message.

THE PUBLIC SCHOOL SYSTEM

We recommend a total of $784,335,354 (including retirement, Social Security, and debt service) in General Fund appropriations for the public school system during the next biennium. This is an increase of $130,494,390, or 19.96 percent over comparable expenditures for 1965-1967. This is the largest appropriation of General Fund tax dollars for the public schools ever presented to a General Assembly of North Carolina. It will meet the major needs of our public schools.

In my legislative message, I outlined my major program recommendations for the public school system. Here are the appropriations required to effect these recommendations:

1. Salary increases for public school teachers and teachers of vocational education—$63,754,565.
2. Salary increases for principals, superintendents, assistant superintendents, supervisors, and other public school personnel—$6,291,826.
3. Elimination of present $5 textbook fee required for high school students—$3,283,495. Combined with the action of the 1965 General Assembly, this will provide North Carolina with completely free textbooks for all public school students.
4. More and better textbooks for elementary students—$2,800,000.
5. Research funds for the Board of Education so that a thorough study can be made on the feasibility of public kindergartens—$400,000.
6. Funds for educational research, development, and experimentation, including the continuation of the Governor's School and the Comprehensive School Improvement Project—$2,081,891.
7. Additional teacher scholarship loans for needy and worthy students desiring to become public school teachers—$157,500.
8. Increase in rate of pay for substitute teachers from $10 to $15 per day—$796,201.
9. Additional funds for vocational rehabilitation services—$305,179.
10. The addition by 1968-1969 of 130 special education teachers—$1,048,402.
11. If the Board of Education approves the continuation of the Advancement School, the school and such funds provided should be under the direct control of the board.

COMMUNITY COLLEGES

To provide continued support for our community colleges, we recommend a total of $45,733,618 for the next biennium. This will provide an increase of $16,752,563, or 57.8 percent, over comparable expenditures for 1965-1967. Of this total, $4.9 million is recommended to provide for the conversion of Wayne Technical Institute to a community college, the establishment of four new branch units, and salary increases for teaching and noninstructional personnel. It will also provide $200,000 for increased activity in new industry training programs.

HIGHER EDUCATION

For our institutions of higher education, we recommend a total appropriation of $150,822,450 for the 1967-1969 biennium. This represents an increase of $42,701,366, or 39.5 percent, above comparable expenditures for the current biennium. Of this amount, $10.7 million is recommended for salary increases to academic and other personnel exempt from the Personnel Act.

CAPITAL IMPROVEMENTS

The state is fortunate to have such a large credit balance, representing tax collections over and above estimates, and the savings resulting from keeping expenditures below appropriations. It is our considered opinion that the General Assembly should follow the sound business practice of putting most of the credit balance into permanent assets. For this reason, we recommend to this General Assembly that $110,904,653, or 68 percent, of the estimated General Fund credit balance be used for capital improvements during the 1967-1969 biennium. This represents a General Fund increase of $51,283,075, or 86 percent, over the total General Fund and legislative bond appropriations of the 1965 General Assembly.

This appropriation, plus available federal funds and self-liquidating projects, would make available a total of $179,719,877, the largest capital improvement authorization ever made by the General Assembly of North Carolina. This is all the more remarkable in that this can be done without a bond issue.

As another indication of our continued interest and emphasis on higher education, we recommend that $66,117,900, or 59.6

percent, of the General Fund appropriations for capital improvements be allocated to higher education. The remainder of the appropriations would be distributed to other education activities, health and hospitals, natural resources and recreation, etc.

This recommended program is of such proportions that it will tax the majority of these institutions and agencies to carry them out within the next two years. This is evidenced by the fact that the 1963 General Assembly authorized $130.7 million for capital improvements, of which $9.6 million, or 7.4 percent, is not now under contract. The 1965 General Assembly appropriated and authorized expenditures for a grand total of $154.6 million, of which $113.5 million, or 74 percent, is not now under contract.

During the past two years, we have worked hard to find ways and means of accelerating the planning and construction of authorized capital improvements. We have urged state institutions and agencies to plan capital improvement projects well in advance so that plans and specifications for the most urgent projects could be actually prepared prior to consideration by the General Assembly.

Under our present system for construction, capital building programs at our institutions frequently become the responsibility of administrators who are specialists in education, medicine, agriculture, and other fields but who are unfamiliar with the complex administration of major construction programs. Many states utilize a state building authority, composed of persons knowledgeable in all phases of construction, to administer capital improvement programs authorized by the General Assembly. I believe this approach has merit and can save the state considerable time and money in the future.

As a means of testing this approach, I recommend to this General Assembly that it provide a state building authority, to be appointed by the governor, which will oversee all capital improvement construction for central state government here in Raleigh. The performance of this authority could then be thoroughly tested, and if found valuable, could be broadened by a future General Assembly to handle all capital improvement construction for the state of North Carolina.

It would be well to note that the state of North Carolina still has remaining $44,872,436 unallotted as of this date from the $100 million bond issue approved in 1963 for state aid to public school construction.

SALARY INCREASES AND ADJUSTMENTS

Our recommended budget provides for salary increases to almost every class of permanent full-time employees in state government, from 5 percent beginning 1967-1969 for some, to over 17.5 percent by the second year of the biennium for others. These recommendations also include salary increases for supreme court justices and superior court judges, contingent upon the necessary statutory changes. I also recommend that an appropriate salary increase be provided for all members of the Council of State and the attorney general.

The total amount recommended for salary increases from the General Fund is $97,430,775, and from the Highway Fund, $6,948,605.

In addition to appropriations for salary increases, we also recommend General Fund appropriations of $1 million for the biennium to serve as a salary adjustment fund. If approved, these funds will be administered by me as director of the budget. Experience has shown that state government definitely needs such a fund. It is needed when salary reserve funds in operating budgets are insufficient to support approved salary adjustments resulting from range revisions, reclassifications, or unexpected changes in the labor market. As North Carolina's largest employer, state government must have sufficient flexibility to meet the many difficulties now arising in the recruiting and holding of qualified employees.

I am informed that the trustees of our Teachers' and State Employees' Retirement System will recommend to the General Assembly some liberalization of benefits. I commend these recommendations to you. They, I understand, can be put into effect without any additional tax money because of an increase in a return on investments.

HEALTH AND HOSPITALS

For the 1967-1969 biennium, we recommend General Fund appropriations for health and hospitals totaling $121,195,612. This represents an increase of $21,772,892, or 22 percent, over comparable expenditures for the current biennium.

We recommend for our mental hospitals and training schools General Fund appropriations of $84,856,902, an increase of

$15,779,878, or 22.8 percent, over the comparable expenditures for 1965-1967. Of this amount, we recommend an appropriation of $4.5 million, an increase of $2.3 million, for grants to community mental health centers. In view of the continued need for improved medical care and treatment, we recommend a 10 percent salary increase for physicians in our state mental hospitals (to be distributed at the discretion of the Department of Mental Health) and also have included other mental hospital employees exempt from the Personnel Act in our salary increase recommendations. Without an adequate number of well-trained personnel, hospitalization is unduly prolonged, recovery rates are lower, and costs rise.

The State Board of Health would receive $13,341,643 during the biennium, an increase of $3.7 million, or 38.2 percent, over comparable expenditures for the current biennium. In addition to the state General Fund appropriation, the Board of Health is expected to receive federal funds during the biennium in the amount of $11.3 million, and other miscellaneous receipts which will provide a total biennial budget of $25,342,396. Major increases include an amount of $1.8 million to implement a uniform fee schedule for medical fees and payments to hospitals, as well as $800,000 beyond present support to be paid to the counties for strengthening local health programs.

Other recommended appropriations are: state sanatorium system, $11.3 million; North Carolina Memorial Hospital, $7.3 million; North Carolina Psychiatric Center, $1.8 million; Orthopedic Hospital, $1.4 million; Cerebral Palsy Hospital, $571,065; Medical Care Commission, $359,528; Asheville Orthopedic Hospital, $180,000; Council on Mental Retardation, $100,950; and N. C. Cancer Institute, $52,000.

PUBLIC WELFARE

To fund the necessary protective, preventive, and rehabilitative services provided by the Department of Public Welfare, we recommend a total budget of $260,322,046, made up of state appropriations of $39,273,919, federal matching of $179,452,917, and local funds of $41,595,210. The recommended state appropriation provides for an increase of $8,149,675, or 26.2 percent over comparable expenditures in 1965-1967.

These increases will provide for continuation of recent trends in both case loads and grants of the various public assistance programs, expansion in state personnel and related costs made necessary by increased work loads, and payments to physicians for services rendered public welfare recipients. These funds will increase maximum payments to recipients residing in nursing homes and homes for the aged and increase payments to hospitals to 90 percent of reimbursable costs.

We have not forgotten our blind and other handicapped children and adults in this recommended budget. The State Commission for the Blind would receive $15,696,927 (including federal and other funds), an increase in appropriations of $904,191, or 30.3 percent over comparable expenditures in 1965-1967. We are recommending substantial budget increases for the Governor Morehead School, which provides instruction for our blind and visually handicapped youngsters, as well as for our two schools for the deaf in Morganton and Wilson. In addition, we recommend continuation of present levels of activity for the Veterans Commission, Confederate Women's Home, and state grants-in-aid to child-caring institutions.

CORRECTIONAL AGENCIES

We recommend appropriations of $44,015,502 for the Board of Juvenile Correction, the State Prison Department, the Probation Commission, and the Board of Paroles. This represents an increase of $6,075,868, or 16 percent, over the comparable expenditures for 1965-1967. In addition, our Capital Improvements Budget includes a recommendation for a $4.2 million medium security prison and $2,801,800 for new construction for the Board of Juvenile Correction.

REGULATORY STATE AGENCIES

We recommend total General Fund expenditures of $9,736,955 for these agencies, which include the Utilities Commission, Industrial Commission, Insurance Department, Department of Labor, State Board of Alcoholic Control, and several others. This is an increase of $1,067,850, or 12.3 percent, over the current biennium.

NATURAL RESOURCES AND RECREATION

We recommend appropriations of $13,364,501 for these agencies—the Department of Conservation and Development, Department of Water Resources, Recreation Commission, and similar agencies and programs supported by the General Fund. This is an increase of $1,970,829, or 17.3 percent, over comparable expenditures for the current biennium.

The recommended appropriation of $10,847,551 for the Department of Conservation and Development will provide an urgently needed increase of $1,573,936 over comparable current expenditures. This department bears a heavy responsibility in carrying out many vital state programs in natural resources, industrial development, and other important activities. These funds will provide for the personnel and operating costs for four new travel welcome centers to be located at major gateways leading into North Carolina. Our Capital Improvements Budget recommends $255,000 for the construction of these new facilities. They will benefit tremendously our entire travel industry which accounts for a major share of our state's annual income.

The recommended funds will also provide additional personnel and operating costs in forest fire control, make possible the continuation of special research projects in Commercial and Sports Fisheries, expand our state's advertising program, and provide additional funds for the printing of new industrial brochures in the Division of Commerce and Industry.

AGRICULTURE

We must never forget the tremendous importance of agriculture in the state's economy. Over 50 percent of the total labor force in North Carolina is employed in businesses directly associated with agricultural commodities. The value of gross sales of farm products increased from $770 million in 1954 to around $1.5 billion in 1965. This shows clearly that agriculture is, in fact, a growth industry.

Within the past few years, agriculture has shaken off the burden of surplus stocks in government storage, and the future demand situation is extremely bright. This strong demand picture is associated with the rapid growth in population at the world, national, and state levels. We expect to supply our share of this expanding demand. To achieve this goal, however, we must become more competitive in the production, processing, and marketing of some of our basic commodities.

Probably the biggest challenge facing North Carolina agriculture is the lag in mechanization relative to many other states.

We must overcome this barrier in order to increase the efficiency of agricultural production and the productivity of our agricultural resources.

We recommend General Fund appropriations of $24,034,712 for the State Department of Agriculture, the Agricultural Experiment Station, the Cooperative Agricultural Extension Service, and the State Soil and Water Conservation Committee. This represents an increase of $1,815,353, or 8.2 percent, over the current biennium. In addition, I recommend that the Cooperative Agricultural Extension Service personnel be given the same salary increases provided for academic and other personnel of the agricultural experiment stations.

This agriculture budget is designed to accelerate the rate of total agricultural development. We will give continued and increased support to our basic agricultural program involving research, education, regulation, and service. I will continue to use the office of governor to its maximum potential in moving our agriculture forward.

HIGHWAYS

The recommended 1967-1969 appropriations of state, federal aid, and other funds to the State Highway Commission for current operations are $518,690,897, which is $32,163,531, or 6.6 percent more than the estimated 1965-1967 expenditures.

Highway construction and maintenance funds arising from state sources are applied first to matching federal aid funds for federal aid highway construction. Then they are used to provide maintenance of existing roads and highways, with the balance remaining to state construction. Highway maintenance costs are steadily increasing as roads age, new miles are paved, additional four-lane facilities are added, and labor and material costs rise. This leaves proportionately less money available for state construction.

While we are concerned with the $12.8 million reduction in federal funds available in 1967-1969 for highway construction in North Carolina, we are accelerating construction expenditures in an effort to utilize fully available federal aid.

MOTOR VEHICLES AND HIGHWAY SAFETY

The total recommended budget for the Department of Motor Vehicles is $46,063,397, an increase of $9,183,628, or 24.9 percent, over the current biennium. The majority of this increase is from the Highway Fund and will be used primarily for new personnel and related costs to provide for a substantial increase in highway patrol activities. It will also provide for the continued conversion of all motor vehicle registration records to electronic data processing.

The increased budget will provide for an additional 125 patrolmen and their related expenses. We considered carefully the request by the Department of Motor Vehicles that the state provide a new class of state employees to serve civil processes and thereby relieve the patrol of these growing duties. However, it was our considered judgment that it would be better for a uniformed patrolman to carry out these civil process duties, so we have increased the request for patrolmen by 25 so they may serve in lieu of civil process servers.

There is an urgent need to provide periodic physical examinations to members of the patrol. Our preliminary tests show that these examinations are beneficial to the patrol and the troopers. We have requested sufficient funds to begin this new policy on a regular basis.

I strongly recommend all of the budget requirements which will implement and strengthen our comprehensive state highway safety program. Also, I recommend that the new reflectorized license tags be continued for the next biennium. They will help prevent rear-end collisions at night. As you recall, the 1965 General Assembly approved these new safety devices on a one-year trial basis. Because of the advance planning and production required to manufacture these plates, I hope that this session of the General Assembly will give early and favorable consideration to this recommendation.

ECONOMIC DEVELOPMENT

As Americans, we occupy only 7 percent of the world's land area and represent only 6 percent of the world's population. However, we produce 33 percent of the world's goods and services. We utilize 35 percent of the world's electrical energy. We drive 56 percent of the world's passenger cars and 40 percent of its commercial vehicles. We use 49 percent of the world's telephones, 47 percent of its radios, and 41 percent of its television sets.

These facts dramatically emphasize the fantastic productivity of a free society and a free economy. We in North Carolina are doing our utmost to encourage economic development in every county and community in North Carolina. For example, in 1966 our state's industrial development reached new highs. Total investment was $613.5 million, up more than 27 percent over 1965. These projects will add more than thirty-seven thousand jobs and $141 million to our payrolls. This progress would have been impossible without the excellent cooperation that does exist between labor and management. Both are to be commended for their contributions to the total development of North Carolina.

The State Department of Tax Research estimates that state and local taxes expected to result from new and expanded industrial plants in 1965-1966 will amount to $35 million each year. Of this amount, corporations will pay $23.9 million in franchise, income, and local property taxes. Individual employees will pay $11.1 million in income, sales, and local property taxes.

A recent study of employment changes during the 1960-1965 period revealed that North Carolina's 10.2 percent growth in civilian employment exceeded the national growth rate of 7.5 percent. This rapid expansion of employment created approximately 181,500 new jobs in this five-year period, 61,000 more than if the state had experienced the same employment growth rate as did the entire United States.

In spite of our remarkable growth and progress, however, many serious problems do remain. Competition in industrial development, for example, has brought up the problem of what North Carolina should do about tax-exempt industrial aid bonds. I have always been against granting exemptions to bonds of this character because I did not believe that the building of an industrial plant was for a public purpose. I still feel the same way, and yet I realize that we are faced with the fact that as of today such an exemption is recognized as valid by the Internal Revenue Service, which holds that the interest on such bonds is exempt from federal income tax.

The Board of Conservation and Development, as well as others within and without government, contend that it is essential that North Carolina have some legislation sanctioning bonds of this type. They contend that our failure to be able to finance industry through industrial aid bonds has lost us many millions of dollars in new plants.

Tax-exempt industrial aid bonds are now legal in thirty of our states, including Virginia. The governor of South Carolina has recently announced that he will recommend to the South Carolina legislature, which is now sitting, the enactment of legislation legalizing such bonds.

Therefore, I am recommending that you consider legislation sanctioning the issuance of industrial aid bonds. I consider this purely a defensive measure with the hope that such bonds will be sparingly used. I recommend that if such a bill is passed, the General Assembly create a state authority which will have final approval as to the issuance of any bonds under this act. There should be safeguards to guarantee that only fiscally sound and well-established industries be approved, that there be provision for all property of the industrial facility to be subject to ad valorem taxes, and that the privilege of using such bonds be extended to our own established industries in connection with their expansions. Every bond issued under the terms of such legislation should declare on its face that it is not the obligation of the state of North Carolina or any of its subdivisions.

I sincerely hope that a gradual easing of credit will make such bonds less attractive. Meanwhile, let us hope that the Internal Revenue Service will ultimately reverse its stand and declare all such bonds taxable, or that the Congress will take such action, thus removing this device as a competitive advantage for any state.

Because of the tight money situation, the question has been raised by some of our responsible citizens that the interest rate ceiling of 6 percent should be increased. The argument is that a great many sources of funds elect to lend their money in other states where they can secure a much higher return. It is also argued that many of our citizens are unable to get credit, particularly in the field of home buying and home building.

Let me say that I continue to be opposed to increasing the 6 percent interest rate. It is my hope that the tight money situation will ease and that this crisis in credit will pass. There are some indications that the severity of the problem is lessening.

In view of the serious economic effects of tight money, however, it is my recommendation that this General Assembly study the entire credit situation, especially the extent to which our laws governing interest charges may tend to hamper the orderly growth of our state. If it should be found that an adjustment should be made in certain instances, such as home financing, the General Assembly should adopt appropriate amendments to alleviate the areas in which our people are being adversely affected.

I should like to point out that in 1961 the General Assembly amended the law so as to allow corporate borrowers to pay up to 8 percent for loans of $30,000 or more and extending for a period of at least five years. I point this out to show that cases of hardship can be handled by amendment, leaving the general rate at 6 percent.

URBAN AFFAIRS

The national trend toward urban growth is certainly reflected in North Carolina. Many of our municipal governments are faced with unprecedented demands for expanding services and increasing costs of present services. Financial assistance to local governments was one of the major topics of discussion in the 1965 General Assembly.

Representatives of local government brought this problem to the attention of the Tax Study Commission which was authorized by the 1965 General Assembly. I agree with the conclusions of the commission that some additional sources of revenue should be made available to counties and minicipalities. I recommend that this General Assembly give serious consideration to the Tax Study Commission recommendation that local governments be empowered to help themselves by the addition of a 1 percent tax to be collected by the North Carolina Department of Revenue along with, and on the same sales as, the present 3 percent tax. There would be no extra cost of collections since the State Department of Revenue would simply rebate the 1 percent to the county.

The local option sales tax, which is working successfully in a number of states, would provide substantial additional revenues for those localities in which property taxes are believed to be too high or where substantial additional revenue is needed. These major urban areas need a permanent financing plan rather than being forced to come to the legislature every two years for temporary assistance. Actually, the property tax burden in many of our counties and municipalities has not yet reached levels which demand relief. For example, the average per capita property tax in North Carolina is $50, as compared with the national average of $118. Our per capita property tax is less than one-half for the average of the United States.

The state of North Carolina relies very heavily for revenue on the individual and corporate income taxes; in fact, North Carolina rates among the highest in the nation in reliance on the corporate income tax structure itself for revenues.

While we recognize the needs of our urban areas, we must not forget that the state of North Carolina has for many years assumed the major burdens of taxation normally required by local governments in many other states. A partial listing of state aids, grants, services, and expenditures to or for local governments by state government shows a grand total of over $1 billion a year. These state obligations include public schools, community colleges, highways, public welfare, programs for the handicapped, health, hospital construction, mental health, water resources, agriculture, courts, public safety and regulation, and many others. Since 1949 the state of North Carolina has financed $200 million in bonds for construction of public schools—a local responsibility.

PLANNING AND DEVELOPMENT

Planning for the future of North Carolina is a major responsibility of state government in which we all share major roles. Planning is a continuous process involving every region, every county, and every community in our state. This administration has made every effort to stimulate, encourage, and coordinate the sound planning required for orderly growth and development of our state. As a result of these efforts, there is tremendous activity at the regional, county, and community levels across our state.

The State Planning Task Force, a new division of the Department of Administration, is primarily responsible for the coordination of state, local, federal, and private programs for developing our human, natural, and financial resources. The task force has pioneered in the field of statewide planning and development which becomes more essential each day.

North Carolina is now divided into three major regions for total development. In western North Carolina, the Appalachian Regional Development Program has advanced rapidly. More than $2.5 million has been allocated for new highways, schools, hospitals, airports, waste treatment facilities, and permanent assets. To make most effective use of their resources, the counties have formed local development districts as a means of coming directly to grips with their grass-roots problems.

In eastern North Carolina, approval has been received to establish the Coastal Plains Regional Commission for North Carolina, South Carolina, and Georgia. This will be patterned somewhat after the successful Appalachian Regional Commission programs.

The Governor's Advisory Committee of the Piedmont Crescent was established last year to coordinate governmental efforts to promote orderly growth in this industrial heartland of our state. More than one hundred outstanding citizens agreed to serve on this committee. Private funds were raised to supplement public funds to provide professional direction for the Piedmont Crescent's work. There is a professional planner working for the committee. We look forward to the establishment of a Piedmont Crescent Regional Development Commission soon.

As you know, the 1965 General Assembly authorized the Department of Conservation and Development to open five regional offices to bring the services of the Division of Commerce and Industry closer to all the people of the state. These regional offices have completed data on 65 communities on which no usable data was previously available. Personal contact has been made with 426 separate North Carolina manufacturing firms as a means of providing specific services to our existing industries. Regional representatives have been involved in the announcement of 12 new plants resulting from expansions of our existing industries. Working at the grass-roots level, developmental workshops have been conducted in each of the five regions.

We must continue to press forward in the development of research, science, and technology. The North Carolina Board of Science and Technology, a state agency, completed its new building in the Research Triangle Park this year. To date it has made grants to support research programs in colleges, universities, and research institutions totaling over $1 million, which in turn attracted $5.9 million in grants from other sources. This represented a return of $5.95 for each dollar invested by the state.

The Triangle Universities Computation Center, in which the University of North Carolina at Chapel Hill, North Carolina State University at Raleigh, and Duke University participate as major partners, is located in the Board of Science and Technology Building. This giant computer also serves other public and private colleges across North Carolina. Computer science provides powerful management tools which must be better understood and better utilized by all levels of government.

STATE MANPOWER DEVELOPMENT

The annual payroll for state government, including the public schools and the faculty of the colleges and university, is well over half a billion dollars. State government is the largest employer in North Carolina. Ladies and gentlemen, we are operating a big business, comparable to the largest corporate organizations operating in our state.

Our state employees are as capable and as industrious as any group of employees in North Carolina. The value which the state will receive for the expenditure of this enormous annual payroll is largely dependent upon the leadership of those top administrators who direct their work. Definite steps must be taken to insure that the state can attract and keep top administrators and managers of sufficient ability to direct the expenditure of such vast amounts of manpower and money.

I intend to appoint a "blue-ribbon" commission from top management in private business and industry to advise me on the adequacy of present salaries for major administrative positions in state government.

Improved manpower development is imperative if state government is to compete successfully in the personnel marketplace. The State Personnel Act of 1965 provides for the development of a system of personnel administration for employees of the state based on accepted management principles and applying the best methods available in government and industry. The State Personnel Board has made much progress in strengthening and improving, with my approval, a positive and constructive program of personnel administration based on merit and performance.

I recommend to this General Assembly that sufficient funds be made available to the State Personnel Board to provide a management development and training program. This will enable the state to employ outstanding college graduates who have an interest in public administration, capacity for leadership, a willingness to accept responsibility, and an aptitude for administrative and organizational work. The program would involve on-the-job training, formal group training, and additional studies. Such a program would permit the state to compete for the better college graduates on a more equal basis with the federal government and private industry.

At my request, the State Personnel Board has made an extensive study of fringe benefits which are provided as a part of the compensation to state employees. It found that the cost of total benefits offered state employees is substantially equal to that offered by private industry. However, there is a marked difference in the kinds of benefits offered. For example, the state traditionally has given its benefits in terms of nonwork time off, rather than benefits in the form of health and life insurance, improved retirement, or other factors. It costs the state $1 million per day for each of the nine state holidays given to state employees each year. I have asked the State Personnel Board to continue its study to determine whether or not changes can be made which will make our nonwork expenditures more beneficial to the employees and the state.

FEDERAL-STATE RELATIONS

We all recognize that federal-state relationships have changed drastically in recent years, as the federal government has moved more and more into areas we formerly considered reserved to the states. Many people today feel that our federal government is becoming too powerful and that it is usurping proper state authority. I understand this concern because we all realize the dangers involved in putting too much power in one central government. However, I do not believe that the important role of the states is diminishing or that the effectiveness of state government is at a minimum.

There are encouraging signs of change. In the Appalachia program, for example, the federal government has accepted state governments as full partners in the planning, as well as the operation, of this complex, multi-state program. To serve the needs of all our people, the states must be equal partners with the federal government. Too frequently in the past, the states have been the junior—or silent—partner. Too often the federal government has been the overbearing and dominant partner, using control of money to dictate all policy. Too often state government was placed in the role of attempting to react to federal decisions made without our knowledge or participation.

Full federal-state partnership means equal participation and responsibility in the planning and development of each program. This means that our state governments and our local governments must also do their fair share in proving their competence in making equal partnership actually work. I am convinced that this can be done. I have every confidence in the ability of our great federal system to survive and operate successfully in the months and years ahead. North Carolina during the past two years has pioneered in seeking more productive federal-state relationships. Let us continue.

TAX RELIEF

North Carolina's tax structure is basically sound and fair. It maintains excellent balance between the cost of the programs and services which our citizens require, and the ability of our taxpayers to finance such programs and services.

We collect approximately 75 percent of all our revenues from three sources—income, sales, and gasoline taxes. These three levies are each related directly to population growth and the actual taxpaying ability of our citizens. This gives us a stable tax structure with a broad and inherently sound base.

Because of the stable tax structure, the economic growth of our state, and the efficient, economical operation of state government, we are in excellent financial condition. By contrast, during 1965 thirty-two states had to raise taxes to meet their basic needs.

During my campaign for governor, I said many times that if the General Fund continued to show a large surplus after the needs of the people had been met, then I would recommend some tax relief measures. I repeated this to the 1965 General Assembly. Later in this session, I pointed out that in view of the needs tax relief was not justified at that time. Now I feel that it is.

Our average taxpayer is heavily burdened and does deserve more consideration than he has received. We are all aware that the federal government is considering a new tax increase at this time. Social Security payments also continue to rise.

In view of our bright revenue outlook, I recommend to this General Assembly that our taxpayers be permitted to share in the state's increased economic growth by means of four tax relief measures.

First, I recommend that the tax burden for parents with dependent children be eased by raising the dependency exemption from $300 to $600 per year.

Under the present law an average family, composed of four persons, with an annual income of $4,000, is required to pay approximately $30 in North Carolina income tax. Under my recommendation, this taxpayer will save $18, a reduction of 60 percent in his income tax bill. The average family of four with an income of $5,000 per year will pay $57 in income tax, whereas under the recommended plan it will pay $39, or a reduction of 32 percent.

A taxpayer earning $10,000 a year, after itemizing at least 10 percent deductions, would pay $264 under the present plan and $230 under the recommended plan, a reduction of $34 or 13 percent. The taxpayer in the $15,000 income bracket would receive only an 8 percent reduction. Thus, you can see that the largest percentage benefit would go to the small taxpayer. In many cases, the small taxpayer would be totally exempt from paying any state tax.

This increase in the dependency exemption would amount to a revenue loss of $16.5 million during the next biennium.

Second, I recommend tax relief to the parent who is financing the education of his children beyond the high school level. I propose that the state allow an additional $600 exemption for each dependent enrolled for full-time study in any institution of higher education. This additional dependency allowance would cover students attending colleges and universities within and without the state of North Carolina, as well as those students attending community colleges, technical institutes, business colleges, barber, and beauty schools. This additional dependency allowance would amount to a revenue loss of $3,310,000 for the next biennium.

Third I recommend we ease the tax burden of each person who has reached the age of sixty-five years by allowing an additional exemption of $1,000. The life expectancy of our population continues to increase. This increase in the life span of the individual is accompanied by an increase in the cost of living. Since the generally accepted age for retirement is sixty-five, and since the average retired person has income considerably below the levels during the years when he was employed, he needs some help. This tax relief will cost $3,140,000 for the next biennium.

Fourth, I recommend that all service pay of enlisted men and $500 per month service pay of commissioned officers be exempted from state income tax while they are serving in a combat zone. This is the same exemption now allowed by the federal government. In my opinion, this should be done to give appropriate recognition to the service being rendered by our men and women in Vietnam and other combat zones. The exemptions will cost $350,000 during the next biennium.

The total revenue loss resulting from my four recommendations would amount to $23.3 million during the next biennium. This represents only 1.71 percent of total estimated General Fund revenues, or 0.86 percent of total estimated income from all funds and sources.

I recommend an effective date of January 1, 1968, on these income tax relief measures. This would permit the first tax relief to be reflected in pay checks received in January, 1968.

Two of the four tax relief measures are definitely related to my continuing interest in supporting education. The recommended increase in the dependency exemption, together with the proposed elimination of the $5 high school book fee, will give parents more money to provide for the necessities of their schoolchildren.

We all realize that it is becoming more difficult for parents to finance the education of their children beyond the high school level. In view of the rising costs, we should offer some measure of relief, as well as encouragement, to the parents who would like to provide further education for their children.

Ladies and gentlemen, let us remember that it is the taxpayer who pays all the bills for services in state, local, and federal governments. It has been the taxpayers' hard work, productivity, and sacrifice that have made it possible for us to recommend this record biennial budget to you. Let us provide this well-deserved tax relief to the parents of schoolchildren, the parents with children in college or post-high school education, our young men and women defending our nation in Vietnam and elsewhere, and our older citizens who are facing retirement.

We can afford the revenue loss. We can give tax relief without reducing any vital services. As a matter of fact, we can give tax relief while appropriating major increases for public schools, community colleges, higher education, health and welfare, and other services. I urge you to adopt these recommendations.

CONCLUSION

This has been only a brief review of a massive, forward-looking, and constructive biennial budget. I have attempted to give you the highlights, as I understand them, and to point out major opportunities for progress and growth.

Along with all the citizens of North Carolina, I recognize that this budget, and my recommended program, are now in your good hands. I have every confidence in your ability and your judgment to carry out your responsibility during the coming months of this session. You will have my complete cooperation and assistance in your labors.

Let me pledge to you—as I did to the 1965 General Assembly—that my administration will make every effort to see that your final appropriations are spent in accordance with legislative intent. We shall continue our efforts to give the people of North Carolina honest, efficient, and economical government. Good government *is* a habit in North Carolina—and we expect to continue that habit.

In my legislative message, I spoke of greatness. I have often said that, as a state, we were on the threshold of greatness. In a sense, that will always be true. The attainment of greatness has to do with *striving* for perfection. This, of course, we will continue to do. In fact, we have already achieved a *degree* of greatness in many areas of the life of our people.

While we have recommended for your consideration a record expenditure of tax funds, we should not be judged purely by reference to dollars and cents. It is equally important that we be measured by our concern for the welfare, health, and happiness of our people in relation to our available resources. We must contribute not only our material substance but a full portion of our mind, heart, and spirit.

Our fiscal stability, our balanced budget, our efforts to conserve our resources, are not an end in themselves. They are, instead, a means to an end, and that end is a better life for our five million North Carolinians.

SPECIAL MESSAGE ON HIGHER EDUCATION TO THE GENERAL ASSEMBLY

March 30, 1967

[Governor Moore urged the legislators to wait for the establishment of "realistic goals" for higher education before making major changes in the state's system of higher education. He outlined the interim report and recommendations prepared by the North Carolina Board of Higher Education and suggested that the comprehensive study of higher education be completed before making changes. Disapproval of the move to make East Carolina College an independent university was expressed, but despite his plea, the General Assembly, before the end of its session, provided a system of regional universities, including such institutions as East Carolina, Appalachian, Western Carolina, and Agricultural and Technical College in Greensboro. (*Session Laws, 1967*, c. 1038.)]

Mr. President, Mr. Speaker, and Members of the General Assembly of North Carolina:

Education "shall forever be encouraged." This principle stated in the Constitution of North Carolina has been the major guide for governors and legislators of this state for many years. There have been many changes in the economic structure of the state and in the outlook of our people since the constitution was adopted in 1868. The provision to encourage education, however, has remained foremost in the minds of those chosen to lead North Carolina.

This principle has been the hallmark of my administration and of the legislatures with which I have been privileged to serve. The 1965 General Assembly provided record programs for all levels of education. In my earlier messages this year, I recommended to you substantial additional increases in appropriations for the public schools, the community college system, and for higher education. I am hopeful that you will give favorable consideration to my recommendations.

North Carolina is a developing state. We are enjoying greater prosperity than ever before. Yet our per capita income is still low by national standards. I have proposed for your consideration a record $2.7 billion budget to advance state services to the people. About seventy cents of every General Fund tax dollar will go for education. It must all be wisely spent where it will benefit the people of the entire state.

Our needs in the area of higher education are many. Today there are 112,000 young men and women in public and private colleges and universities in North Carolina. By 1975—just eight years away—we estimate that there will be 160,000 students enrolled in these institutions. At the present time, nearly 60 percent of the students are in state-supported institutions. That figure is expected to increase to 66 percent by 1975. The state, in order to fulfill its trust for the future, must provide adequately for these students.

The years immediately ahead will bring increasing responsibility to public and private institutions of higher learning. North Carolina is indebted for the excellent educational opportunities being offered our young people in private and church-related institutions. They are due much credit for the progress this state is enjoying. Their role and their responsibility will increase in the years ahead.

Our dual system of higher education has worked well, and the state must see that this relationship remains sound and mutually beneficial. I have asked the North Carolina Board of Higher Education to include in its studies the role of the private colleges in North Carolina and to recommend ways in which the state might help to assure the continuance of strong private institutions in the future.

The problem is not one of space alone. Education is of great importance to the young men and women of each new generation. They choose vocations carefully, and they want and rightly expect the best possible training. To provide for them, North Carolina must have sound programs in the colleges and a strong university system. All institutions must have pride in the purpose they are serving and in what they are doing for our state.

THE BOARD OF HIGHER EDUCATION

In my legislative message last month, I said that higher education in North Carolina is at a crossroads. Today I want to elaborate on that statement. I want to emphasize to you the importance of the planning being done by the North Carolina Board of Higher Education. While we follow our constitutional mandate forever to encourage education, we must do so by setting legitimate goals toward which the state of North Carolina can proceed in an orderly manner.

The North Carolina Board of Higher Education is the agency which the General Assembly created and to which you assigned the responsibility to plan for the orderly development of state-supported higher education (G.S. 116-154). The board, in cooperation with all state-supported colleges and the university, is presently conducting a major study of higher education in this state. This is a massive task which cannot be completed until August, 1968. The study will provide North Carolina with its first long-range plan for higher education. The work of the board in this area is not only worthwhile, it is crucial for the future of higher education in North Carolina.

No major changes in our system of higher education should be made before this report is completed. The board has prepared, however, an interim report and recommendations concerning higher education in North Carolina for the information and consideration of this General Assembly. This report will be delivered to you today. My recommendations to you will be based, for the most part, on this interim report. I commend the report to you.

Before commenting on the interim recommendations on higher education, I want to recognize and compliment the members of the Board of Higher Education for their dedicated and objective service to the people of this state. Their task is not an easy one. Each of the board members has worked long hours to plan for the strengthening and improvement of our system of state-supported higher education. They all deserve our appreciation.

The membership of the board includes six representatives of public institutions, selected on a rotation basis by the trustees of these institutions; a representative of the State Board of Education; and eight members-at-large.

The members of the board are:

Mrs. George D. Wilson[30] of Fayetteville, a trustee of the University of North Carolina; E. J. Whitmire[31] of Franklin, a trustee of Western Carolina College; James L. Whitfield[32] of Raleigh, vice-chairman of the Board of Trustees of East Carolina College; Senator Lindsay C. Warren[33] of Goldsboro, member-at-large; John S. Stewart[34] of Durham, a trustee of the Agricultural and Technical College; John A. Pritchett[35] of Windsor, vice-chairman of the State Board of Education; Dr. Hubert M. Poteat, Jr.,[36] of Smithfield, member-at-large; J. Paul Lucas[37] of Charlotte, member-at-large; J. P. Huskins[38] of Statesville, member-at-large; W. C. Harris, Jr.,[39] of Raleigh, trustee of the University of North Carolina; S. E. Duncan[40] of Salisbury, member-at-large; Dr. Martin L. Brooks[41] of Pembroke, a trustee of Pembroke State College; Mrs. Harry P. Horton[42] of Pittsboro, member-at-large and secretary of the board; Representative Gordon H. Greenwood[43] of Black Mountain, member-at-large and vice-chairman of the board; and Watts Hill, Jr.,[44] of Durham, member-at-large and chairman of the board.

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[30] Elise Dunn Rouse Wilson (Mrs. George Dean) (1923-   ), former teacher and civic leader from Fayetteville; A.B., University of North Carolina, Greensboro; vice-president, UNC-G Home Economics Foundation since 1964. *Who's Who of American Women* (Chicago: A. N. Marquis Co., Inc., Fifth edition, 1968-1969, [1967]), 1327, hereinafter cited as *Who's Who of American Women;* information from State Board of Higher Education, August 14, 1969, hereinafter cited as State Board information.

[31] Edward Jordan Whitmire (1916-   ), from Brevard; B.S. and master's degree from North Carolina State; owner and operator, Macon Construction Company. News release of Governor Moore, August 22, 1967; Western Carolina College Board of Trustees Appointments File, Governor Moore's files, State Archives, State Department of Archives and History, Raleigh, hereinafter cited as Appointments File.

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[32] James L. Whitfield (1916-), from Greenville and Raleigh; B.S., East Carolina; state news editor of *News and Observer;* trustee of East Carolina. News release of Governor Moore, August 18, 1967; State Board information.

[33] Lindsay Carter Warren, Jr. (1924-), lawyer from Goldsboro; B.S., J.D., University of North Carolina, Chapel Hill; World War II veteran; state senator, 1963-1969. *North Carolina Manual, 1967,* 583; news release of Governor Moore, June 30, 1965; "1969 General Assembly," [12].

[34] John S. Stewart (1910-), from Durham; A.B., University of Atlanta; president, Mutual Savings and Loan Association, Durham; trustee of Agricultural and Technical University since July, 1961. News release of Governor Moore, August 24, 1967; State Board information.

[35] John A. Pritchett (1896-), lawyer from Windsor; A.B., LL.B., University of North Carolina, Chapel Hill; state senator, 1931, and state representative, 1941; mayor of Windsor for ten years. *North Carolina Manual, 1941,* 424; news release of Governor Moore, June 30, 1965.

[36] Hubert McNeill Poteat, Jr. (1914-), surgeon from Smithfield; A.B., Wake Forest; M.D., Jefferson Medical College; World War II veteran; member of numerous professional associations. Powell, *North Carolina Lives,* 990; news release of Governor Moore, June 30, 1965.

[37] John Paul Lucas, Jr. (1908-) vice-president of Duke Power Company, from Charlotte; A.B., Duke; M.S., North Carolina State; A.M., Clemson; former member of faculties of North Carolina State and Clemson; director of United States Chamber of Commerce for six years. News release of Governor Moore, July 8, 1965.

[38] J. P. Huskins (1908-), editor and publisher from Statesville; A.B., University of North Carolina, Chapel Hill; graduate work, Georgetown University; World War II veteran; editor and publisher of the Statesville *Daily Record and Landmark;* vice-president and principal owner, *Chowan Herald,* Edenton. News release of Governor Moore, June 30, 1965; State Board information.

[39] William Clinton Harris, Jr. (1913-), lawyer from Raleigh; A.B. and law school, University of North Carolina, Chapel Hill; World War II veteran; state representative, 1957-1961. *North Carolina Manual, 1961,* 531.

[40] Samuel Edward Duncan (1904-1968), educator from Salisbury; educated, Livingstone College; Ph.D., Cornell; former school principal, later state supervisor of Negro high schools; president of Livingstone College, 1958-1968. Powell, *North Carolina Lives,* 381; news release of Governor Terry Sanford, July 12, 1961; news release of Governor Moore, June 30, 1965; *News and Observer,* July 11, 1968; *Who's Who in America,* Vol. 35, p. 637.

[41] Martin L. Brooks (1929-), physician from Pembroke; educated, University of Michigan; trustee of Pembroke. State Board information.

A major portion of the work of the board members and the staff in the last year has related to a long needed plan for higher education. All state-supported colleges and the university are now working on their own long-range plans for development. The Board of Higher Education has under way approximately fifty studies relating to all state-supported colleges and the consolidated university. These studies are in the major categories of administrative structure, organization and control, educational opportunity and needs, financing higher education, faculty, students and enrollment, and facilities.

These studies and the work being done at the institutions of higher learning will provide the necessary data to allow the state of North Carolina to plan an adequate system of higher education for the next decade. The plan, when it is completed next year, will be such that it can be readily updated every two years, as changing circumstances might require.

INTERIM REPORT AND RECOMMENDATIONS

The board's interim report is an indication of the scope and the value of its work. The interim recommendations, made by the board for your consideration, fall into four major categories: (1) tuition, (2) budget preparation and administration, (3) admissions and enrollment, and (4) the traditionally Negro colleges. The interim recommendations are designed to strengthen and better to utilize existing programs. None would constitute a major change in our present system of higher education.

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[42] Doris Goerch Horton (Mrs. Harry P.) (1920-   ), civic leader from Pittsboro; A.B., University of North Carolina, Chapel Hill. News release of Governor Moore, June 30, 1965; State Board information.

[43] Gordon Hicks Greenwood (1909-   ), legislator and publisher from Black Mountain; B.S., University of Illinois; World War II veteran; former faculty member, Boston University, Montreat College; owner and publisher of *Black Mountain News;* state representative, 1959-1967. *North Carolina Manual, 1967*, 617.

[44] George Watts Hill, Jr. (1926-   ), banker from Durham; educated, Princeton; A.B., University of North Carolina, Chapel Hill; studied at the Graduate Institute of Higher International Studies in Geneva, Switzerland; World War II veteran; member, Durham City Council, 1944-1946; state representative, 1957, 1959. *North Carolina Manual, 1959*, 539; news releases of Governor Moore, June 30, October 27, 1965; Alumni Office of the General Alumni Association (comp. and ed.), *Alumni Directory, the University of North Carolina, Chapel Hill*, ([Chapel Hill: The Alumni Office, University of North Carolina], 1954), 404, hereinafter cited as *Alumni Directory, U.N.C.*

The interim report gives considerable attention to the tuition charged in-state and out-of-state students at the various state-supported institutions. It points out that it is neither desirable nor necessary for North Carolina to subsidize out-of-state students to the present extent. It further concludes that in-state tuition at all institutions should be kept to the lowest possible minimum.

The board makes these recommendations in this area: (1) that trustee boards of state-supported institutions raise annual tuition for *out-of-state undergraduate students* to $500 at the four-year colleges, $600 at the five-year colleges, and $700 at the university, beginning with the 1968-1969 academic year; and (2) that trustee boards equalize annual tuition at all institutions for *in-state undergraduate students* at $150 beginning with the 1968-1969 academic year. I concur in general with these recommendations.

The increase in the tuition for undergraduate out-of-state students would add about $1.23 million to the income of the institutions. The equalizing of the tuition charges for in-state students would cost an estimated $720,000 annually. The result would be a net decrease in costs to the state of approximately $510,000. Such action would reduce the tuition for 56 percent of in-state students in public institutions, while raising it for only 4 percent.

The preparation and administration of the budget as it relates to higher education is reviewed in the board's interim report. It points to the questions raised in this area by the Commission on the Study of the Board of Trustees of the University of North Carolina and adds that similar questions have been raised about the budget by officials of senior colleges.

The board recommends that the governor, as director of the budget, order a reexamination of the process of budget preparation and administration as it relates to the institutions of higher education. It asks that representatives of the board and of the institutions be invited to participate in the study. I have today requested the director of the Department of Administration to conduct such a reexamination.

The board has given attention to the admissions standards at state-supported institutions. It notes in the report that unusually low admissions standards prevail in some institutions, particularly some of those traditionally attended by Negro students. The board says that such low admissions standards may have been justified prior to the establishment of the community college system with its "open admissions" policy.

The report points out that the advent of the community college system "makes it possible" for any student to receive as little or as much post-high school education as his ability and motivation qualify him to complete. Any student in North Carolina today can continue his education beyond the high school, if he so desires. Therefore, the board concludes that there is no longer justification for unrealistically low admissions standards at any of the senior institutions of higher learning.

The board recommends that this General Assembly authorize it to approve or to reject minimum admissions standards set by the state-supported institutions. I concur in this recommendation and agree with the board that this authority is essential if higher education in North Carolina is to be effectively coordinated and if standards are to be raised.

In its interim report, the Board of Higher Education recognizes the special problems and needs of North Carolina's predominantly Negro colleges. The report points out that state-supported institutions in this category, as others throughout the South, are facing "an extraordinarily difficult period of transition." While striving to raise their general academic standards, these institutions are faced with providing for the immediate needs of students who are often inadequately prepared.

The report states that admissions standards must be raised if these institutions are to improve the quality of their educational offerings. Three conditions, according to the study, are necessary. First, there must be a gradual raising of admissions standards. Second, students obviously unqualified to complete college level work must be directed to the college preparatory programs as well as the vocational and technical programs in the community college system. And, third, the predominantly Negro colleges need special financial assistance to make an orderly transition.

The board recommends in this area: (1) that admissions standards at state-supported predominantly Negro institutions be raised to the equal of their white counterparts by 1972; (2) that this transition be carefully coordinated with the expansion of the community college system; and (3) that special financial assistance be provided by this and succeeding general assemblies for necessary strengthening of faculty, curricula, and facilities at the predominantly Negro colleges. I concur in these general recommendations.

The Board of Higher Education will submit soon a detailed report concerning the implementation of such a program. At that time, the board will request an appropriation of $2.9 million to provide immediate special financial assistance for our predominantly Negro colleges. These funds, if available, would be wisely spent and would benefit the educational programs of these institutions and the entire state. This request, however, as other supplemental requests, must be considered in light of available revenue.

NORTH CAROLINA COLLEGE LAW SCHOOL

The budget I presented in my last visit with you provided for the discontinuance of the law school at North Carolina College at the end of the first year of the coming biennium. I, of course, concurred in that decision. In light of its long-range planning program now under way, however, I asked the Board of Higher Education to review that decision and to report to me its conclusions.

The board replied that such action would constitute a major change in the state's system of higher education. It further informed me that it presently has under way a study of legal education in North Carolina which will be completed next year. In view of these facts, I ask you now to restore the necessary funds ($85,000) to allow the law school at North Carolina College to continue operation during the second year of the coming biennium.

UNC TRUSTEE STUDY COMMISSION

The 1965 General Assembly authorized a commission to study the Board of Trustees of the University of North Carolina with respect to its number, selection, terms of office, and its interrelationship with the General Assembly and other agencies of the state. A commission of distinguished North Carolinians, chaired by former Governor Luther Hodges, was formed. The commission held hearings and did considerable research.

The result was a most comprehensive and meritorious report. Its recommendations are far-reaching, and, if adopted, they would constitute a major change in the state's system of higher education. Therefore, I reluctantly request that no action be taken in this area until the Board of Higher Education has completed its long-range planning program. I recommend that the report be referred without prejudice to the 1969 General Assembly.

As you know, this session of the General Assembly has the responsibility to elect twenty-five members of the University of North Carolina Board of Trustees. I know that you will select the highest caliber of citizens to serve on this board.

EAST CAROLINA COLLEGE

In view of the importance and of the need for a long-range plan for higher education, I called the presidents and the chairmen of the boards of trustees of our institutions of higher learning, members of the Board of Higher Education, other state officials, and members of the Advisory Budget Commission to the Executive Mansion on May 12, 1966. At that meeting, we discussed ways of improving state-supported higher education, and I asked specifically for the active participation and cooperation of each institution in the long-range planning of the board. This was forthcoming.

I said at that meeting:

> Major changes in our state system should be considered only in the broader context of a statewide plan for higher education. Lacking such a plan in the past, we now should take the relatively short time required to permit the completion of this ten-year plan.
>
> I believe that the best interests of the state and higher education would be served by foregoing any request for a major change in the system of higher education during the coming biennium.

All of the state-supported institutions honored my request to participate in the long-range planning. The officials of East Carolina College, however, decided to move ahead with a project to make that institution an independent university. The trustees requested the Board of Higher Education "to study the desirability of elevating East Carolina College to independent university status."

This study was undertaken by the board. A committee of consultants was secured by the board to survey current programs and resources of East Carolina College. They visited East Carolina in December. The consultants concluded that the institution is "not now prepared" to become a university. They recommended a strengthening of its programs at the master's degree level and were most complimentary of the effective manner in which it is discharging its undergraduate teaching mission. Indeed, we are all proud of East Carolina College and the way in which it has carried out its statutory role in our system of higher education.

The consultants further concluded that "What is needed in the present situation is a good deal more planning for the development not only of East Carolina College, but of the entire system of higher education in the State of North Carolina than has been possible in the past." The committee of consultants took note of the fact that the Board of Higher Education has undertaken "the studies necessary for such planning of the entire higher educational enterprise in the State."

The members of the Board of Higher Education, in view of the long-range study under way, its appraisal of the need for another university and financial implications, the consultants' report, and the existing laws relative to the one-university concept, unanimously recommended that no fundamental change be made in the structure of the system of higher education at this time. The report of the board was delivered to members of the General Assembly two weeks ago. I concur in the report and commend it in its entirety to you for your careful consideration.

The board's study was made in response to the direct request of the East Carolina College Board of Trustees. I am informed that the board of trustees of that institution has never, as a board, endorsed the legislation introduced in this General Assembly proposing independent university status.

THE HIGHER EDUCATION SYSTEM

Ladies and gentlemen of the General Assembly, the question here involves much more than a single institution. It concerns the entire state-supported system of higher education. Please make no mistake about the issues. In my judgment, if an independent university is created by this General Assembly, the structure of our system of higher education would be destroyed. The valuable one-university concept would be wrecked. The Board of Higher Education would be rendered ineffective and useless. Educational chaos and institutional politics would replace planned progress and a concerted effort to meet the needs of our people.

What are North Carolina's needs for additional educational programs in medicine, engineering, law, dentistry, and other major professions? The Board of Higher Education is now seeking reliable answers to such questions. In my opinion, it is simply sound business to have these answers before any basic changes are made in our system of higher education.

The creation of an independent university is a far different matter from changing the name of an institution as was done by the 1965 General Assembly. That legislature changed the name of one campus but it reaffirmed the function and role of the Consolidated University of North Carolina. The establishment of an independent university would be a change in principle, a change in course, and a change which can lead only to duplication and confusion. It would affect not just one institution but all state-supported institutions. It would affect not just a region but the entire state.

I urge you to give careful consideration to the work which has been and is being done by the Board of Higher Education. I cannot overemphasize the importance of the planning and coordinating work it is now doing. The 1955 General Assembly displayed remarkable insight in recognizing the growing demands in the area of higher education and in providing an agency such as the board to plan on a statewide basis. Later general assemblies, particularly the 1965 legislature, have improved its effectiveness.

North Carolina has a fine system of higher education now, but it is far from being adequate to meet the needs of our people in the years ahead. The Board of Higher Education is today working with our institutions to plan for the needs of our young people in the future. This board is helping to provide the state with a "sound, vigorous, progressive, and coordinated system of higher education." To alter the basic structure of the system would destroy what the board is accomplishing and would encourage every institution to bypass the board's present coordinating responsibility.

THE ONE-UNIVERSITY CONCEPT

I also urge you to continue to support the one-university concept which has served and which is today serving North Carolina so well. O. Max Gardner[45] was a governor of many accomplishments. His greatest, perhaps, was his wisdom and foresight in urging the 1931 General Assembly to consolidate three great institutions into one. It provided the means to economize and to strengthen academic programs by reducing unnecessary duplication.

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[45] Oliver Max Gardner (1882-1947), lawyer and governor from Shelby; educated, North Carolina State and University of North Carolina, Chapel Hill; state senator, 1911-1915; lieutenant governor, 1917-1921; governor,

The wisdom of this action is evident. The institutions in the consolidation have been encouraged rather than hampered in their development. There is economy in their operation and there is no unnecessary duplication. The entire state is served by and has benefited from the consolidation. The people of North Carolina recognize these facts, as the academic world recognizes the great institutions that form the university.

In looking back over his life years later, Governor Gardner remarked:

> I am convinced that if I had rendered any public service worthy to be remembered, it was in connection with the enactment of the statute creating the greater University of North Carolina. Enough time has elapsed since the enactment of that legislation to convince me that the Consolidated University of North Carolina, through wise administration and sound leadership, has met the approval of our people and has resulted in great benefit to the institutions involved and to the cause of higher learning, and also to the service of humanity through future generations.[46]

The most recent objective study of the benefits of consolidation was made by the Governor's Commission on Education Beyond the High School. The commission, in its report filed in 1962, made many outstanding recommendations concerning the future of higher education. For instance, its recommendations resulted in the strengthening of college programs, the community college system, the university, and the Board of Higher Education. I commend this report to you for study.

The Commission on Education Beyond the High School was composed of twenty-six distinguished North Carolinians.

It included these eight members of the North Carolina General Assembly: Representative Clifton Blue[47] of Moore; Senator

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1929-1933; appointed by President Harry Truman as ambassador to Court of St. James's but died on eve of departure. *North Carolina Manual, 1931*, 145; Crabtree, *North Carolina Governors*, 123-124; David Leroy Corbitt (ed.), *Public Addresses and Papers of Robert Gregg Cherry, Governor of North Carolina, 1945-1949* (Raleigh: Council of State, State of North Carolina, 1951), 930-931.

[46] Gardner used almost identical wording in his will; one bequest was to the University of North Carolina. See the *News and Observer*, February 14, 1947, for the paragraph quoted from the will.

[47] Herbert Clifton Blue (1910-), publisher of the *Sandhill Citizen* and the *Robbins Record*, from Aberdeen; past president, North Carolina Press Association; state representative, 1947-1963, speaker, 1963. *North Carolina Manual, 1963*, 554.

Lunsford Crew[48] of Halifax; Representative Addison Hewlett, Jr.,[49] of New Hanover; Senator John R. Jordan, Jr.,[50] of Wake; Senator James G. Stikeleather, Jr.,[51] of Buncombe; Senator Thomas J. White of Lenoir; Representative Shelton Wicker[52] of Lee; and Representative Thomas H. Woodard[53] of Wilson.

Three former members of the General Assembly served. They were Irving E. Carlyle[54] of Winston-Salem, who served as chairman; L. P. McLendon[55] of Greensboro; and Thomas J. Pearsall[56] of Rocky Mount. Mr. McLendon served on the commission as chairman of the Board of Higher Education. The chairman of the State Board of Education, W. D. Herring[57] of Rose Hill, was a member of the commission.

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[48] William Lunsford Crew (1917-), lawyer, civic leader from Roanoke Rapids; A.B., LL.B., University of North Carolina, Chapel Hill; World War II veteran; state senator, 1953-1963, president pro tempore of 1961 senate. *North Carolina Manual, 1963*, 524.

[49] Addison Hewlett, Jr. (1912-), lawyer from Wilmington; B.S. and law school, Wake Forest; World War II veteran; state representative, 1951-1959, speaker, 1959; member, State Board of Higher Education, 1967-1969. *North Carolina Manual, 1959*, 499; State Board information.

[50] John Richard Jordan, Jr. (1921-), lawyer from Raleigh; A.B., LL.B., University of North Carolina, Chapel Hill; state president, Young Democratic Clubs, 1954-1955; civic and political leader; state senator, 1959-1963. *North Carolina Manual, 1963*, 536-537.

[51] James Gudger Stikeleather, Jr. (1911-), realtor from Asheville; B.S., University of North Carolina, Chapel Hill; World War II veteran; state representative, 1955; state senator, extra session, 1956, regular sessions, 1957-1963. *North Carolina Manual, 1963*, 546-547.

[52] J. Shelton Wicker (1917-), wholesale gas and oil jobber from Sanford; B.S. in agriculture, North Carolina State; World War II veteran; state representative, 1953-1965. *North Carolina Manual, 1965*, 625-626.

[53] Thomas Hadley Woodard (1901-1966), president of general insurance firm from Wilson; A.B., University of North Carolina, Chapel Hill; civic leader; state representative, 1957-1963; chairman, Advisory Budget Commission, 1962. *North Carolina Manual, 1963*, 620-621; *News and Observer*, September 4. 1966.

[54] Irving Edward Carlyle (1896-), public servant and lawyer from Winston-Salem; A.B., Wake Forest; law school, Wake Forest and University of Virginia; World War I veteran; past president, North Carolina Bar Association; state representative, 1941; state senator, 1943, 1945, 1951. Powell, *North Carolina Lives*, 215; *North Carolina Manual, 1951*, 415-416; *Who's Who in America*, Vol. 35. pp. 378-379.

[55] Lennox Polk McLendon (1890-1968), lawyer and public servant from Greensboro; B.S., North Carolina State; B.L., University of North Carolina, Chapel Hill; World War I veteran; state representative, 1917. *North Carolina Manual, 1917*, 436; *News and Observer*, August 8, 1968.

[56] Thomas Jenkins Pearsall (1903-), lawyer, farmer, merchant from Rocky Mount; educated, University of North Carolina, Chapel Hill; state representative, 1941-1947, speaker, 1947; named chairman, Governor's Special Advisory Committee on Education, appointed to study effects of United States Supreme Court school desegregation decision, August, 1954; state policy on segregation and pupil assignment plan resulting therefrom and known as the Pearsall Plan "was passed by a special session of the General Assembly and [was] adopted by an overwhelming majority in the special election, [and] has been an honest effort by North Carolina to keep our public schools and yet not defy the U.S. Supreme Court." *North Carolina Manual, 1947*, 422; Corbitt, *Addresses of Umstead, xviii-xx;*

Six college presidents were also included in the commission's membership. They were President Bonnie E. Cone[58] of Charlotte College, President Lewis C. Dowdy[59] of A & T College, President Alfonso Elder[60] of North Carolina College, President William C. Friday[61] of the University of North Carolina, President Deryl Hart[62] of Duke University, and President Leo W. Jenkins[63] of East Carolina College.

James W. Patton (ed.), *Messages, Addresses, and Public Papers of Luther Hartwell Hodges, Governor of North Carolina, 1954-1961* (Raleigh: Council of State, State of North Carolina, 3 volumes, 1960-1963), I, 202-204, 264-265, 603, hereinafter cited as Patton, *Addresses of Hodges*.

[57] William Dallas Herring (1916-), manufacturer, educational and civic leader from Rose Hill; A.B., Davidson; longtime mayor of Rose Hill; president of Atlantic Coffin and Casket Company and president of Heritage Design Service; chairman since 1957 of State Board of Education. Powell, *North Carolina Lives*, 593-594; Kay W. Bullock, "A Profile: The State Board of Education," *North Carolina Public Schools*, 33 (February, 1969), 5.

[58] Bonnie Ethel Cone (1907-), educator from Charlotte; B.S., Coker College; A.M., Duke; honorary degrees; professor; leader in building Charlotte College, serving as president of the school prior to its integration into the Consolidated University system. Powell, *North Carolina Lives*, 276.

[59] Lewis Carnegie Dowdy (1917-), college president from Greensboro; A.B., Allen University; A.M., Indiana State College; Ed.D., Indiana State University; school principal; faculty, A. and T. College since 1951, dean of instruction, 1960-1964, president since 1964. *Who's Who in America*, Vol. 35, p. 620.

[60] Alfonso Elder (1898-), educator from Durham; A.B., Atlanta University; A.M., Ed.D., Columbia Teachers College; college teacher and administrator; president of North Carolina College at Durham, 1948-1963. Information from News Bureau, North Carolina College at Durham, May 5, 1969.

[61] William Clyde Friday (1920-), university president from Chapel Hill; B.S., North Carolina State; LL.B., University of North Carolina, Chapel Hill; honorary degrees; World War II veteran; various university administrative posts; president, University of North Carolina, 1956 to present. *Who's Who in America*, Vol. 35, p. 782.

[62] Deryl Hart (1894-), surgeon and university administrator from Durham; M.D., Johns Hopkins; professor of surgery and chairman of Department of Duke University School of Medicine, 1930-1960; president pro tem, Duke University, 1960-1963, emeritus president since 1963. Powell, *North Carolina Lives*, 562; *Who's Who in the South and Southwest* (Chicago: Marquis—Who's Who, Eighth Edition, [1963-1964]), 363; Jaques Cattell Press (ed.), *American Men of Science: A Biographical Directory* (New York and London: R. R. Bowker Co., Eleventh Edition [8 volumes], 1965-1968), [III], 2139.

[63] Leo Warren Jenkins (1913-), college president from Greenville; B.S., Rutgers, M.A., Columbia; Ed.D., New York University; holder of various teaching and administrative positions; president, East Carolina, since 1960. Powell, *North Carolina Lives*, 668; *Who's Who in America*, Vol. 35, p. 1125.

This commission, ladies and gentlemen, in its study of higher education in North Carolina, very carefully reviewed the university and the merits of consolidation. It made these two observations less than five years ago about the consolidated university and the future:

> First, as a simple matter of economics, the State now and for the foreseeable future can afford only one university, and that one should be the best that intelligent leadership can build with the means available. Second, new campuses of the Consolidated University should be established only where there is a clear need for the types of programs (particularly in graduate and professional fields) that only a university should offer.[64]

The laws of the state of North Carolina today provide, in G.S. 116-2, that the University of North Carolina shall be the only university primarily dependent for its support on the state. The law further provides, in G.S. 116-2.1, the procedures and standards for the establishment of an additional campus or campuses of the University of North Carolina. Charlotte College became a campus of the university by following the provisions of the law. Any of our senior colleges that elect to follow this procedure will receive careful consideration. This route is open to all.

I want to emphasize to each of you that from the standpoint of quality and distinguished education, and because of the many needs to be met in the field of higher education, North Carolina cannot afford more than one public university. The one-university concept has and is today demonstrating its worth. It is continuing to benefit the people of the entire state. Any departure from this sound principle of successful higher education at this time would be disastrous and tragic for North Carolina.

CONCLUSION

Education "shall forever be encouraged." This constitutional instruction has never been of greater significance. It is a mandate to us who today set the course for North Carolina's future. We seek the total development of our abundant resources as a means of providing a full and useful life for all our citizens. These things cannot be attained unless the best educational opportunities are available and are utilized by our young people.

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[64] *The Report of The Governor's Commission on Education Beyond the High School* (Raleigh: [State of North Carolina], 1962), 52, hereinafter cited as *Report on Education Beyond the High School.*

North Carolina can reach its full potential in the years ahead only if we achieve a standard of excellence in our schools and colleges. We are moving today in that direction. Indeed, this General Assembly has available the resources greatly to improve public education at all levels. But in many respects North Carolina has a long way to go. We are still catching up.

As I said to you in my legislative message:

> Higher education in North Carolina is today at a crossroads. In one direction is the continued orderly development of our institutions, full utilization of our higher education resources, and attainment of defined goals by set standards. The other direction goes off into the unknown, leading perhaps to unwise duplication, unnecessary rivalry for limited appropriations, and a general weakening of our state-supported higher education system.

Yes, the months ahead are crucial for education, particularly higher education. We have many needs, and our present resources must continue to be utilized on the basis of well-thought-out plans. This is the reason the Board of Higher Education is at work now on long-range planning. This, too, is why I have asked you to authorize a "blue-ribbon" commission to study all aspects of the public school system.

If we are to continue to encourage educational development, then we must join together in building upon the solid foundations of higher education already established. We must move toward realistic goals for the system, but we should be cautious and know well where we are going. North Carolina can afford neither the money nor the time to proceed in a haphazard and uncoordinated manner.

We must know how adequate state-supported higher educational opportunities are. Then, and only then, can our resources be used where they will do the most good for our young people. North Carolina cannot afford now—or at any time—to follow whims or to seek unnecessary goals where education is concerned. We must first know our destination. Then we must move steadfastly in one direction—the right direction.

Now, my friends, the final decisions rest with you. You know of our need for a long-range plan for higher education. You know of our resources and of the issues confronting us. I sincerely believe that the course I have suggested to you is the best for our institutions and for our state. I am confident that by your wisdom and your unselfish dedication to our state, you will see that North Carolina follows the proper course. The future of higher education in North Carolina is in your capable hands.

PUBLIC ADDRESSES AND SUMMARIES OF PUBLIC ADDRESSES

PUBLIC ADDRESSES AND SUMMARIES OF PUBLIC ADDRESSES

[Governor Moore made far more addresses than could be included in a single volume. Those of exceptional importance, those particularly relevant to the goal of total development, and others which were typical of a fairly large group or which showed the diversity of the subjects on which the governor spoke were selected for inclusion in full. Additional speeches were summarized, and still others were listed by date, title, and place of delivery. For this list, see pages 573-587.]

MEETING OF SIR WALTER CABINET

Raleigh

February 9, 1965

[Wives of legislators who accompanied their husbands to Raleigh spent many of their leisure hours before the fires at the Yarborough House, Raleigh's leading hotel from 1851 until it was burned in 1928. In 1923 the suggestion was made that the wives might form a club which would interest itself in social legislation and the like. From these beginnings emerged what came to be known as the Sir Walter Cabinet, so called when the group later began holding formal meetings at the Hotel Sir Walter. Legislative wives were joined by those of state government officials, and their organization grew in numbers and influence. Governor Moore addressed the group in 1965 as a number of his predecessors had in earlier years.]

Appearing before the Sir Walter Cabinet, while it may be traditional, is certainly one of the most pleasant duties that a governor is called upon to perform.

It is a pleasure to come here to meet many longtime friends and make new acquaintances. It is also a real privilege to welcome you to Raleigh. Mrs. Moore and I have looked forward to this meeting, and we look forward to the associations of the weeks and months ahead. It will be good to know and work with each of you.

I have always held a very high respect for the role of women in our society. It has been especially pleasing in recent years to see your increased interest in politics and government. When I first entered politics, it was strictly a man's world. Things have changed, and I am firmly convinced that both politics and government are greatly benefited by the fact that women are taking a more active part.

Let me assure you that this administration has no intention of overlooking the potential contribution that North Carolina's women can make to the betterment of our state in the next four years. We are going to ask much of our women—and I am confident that they will more than measure up to what is asked of them.

I hope you will take a special interest in the issues that come before the General Assembly in the days ahead. The issues will be vitally important, and I will welcome your views on them. I say this because you represent a cross section of the women in North Carolina, because I have a genuine respect for your views, and because I want those views to help me with the decisions I will have to make in the next four years.

I hope that I can count on your help in carrying out the programs that we envision for the days ahead. Individually and as a group you carry great influence throughout the state. You can use that influence to help North Carolina.

Some years ago a very knowledgeable male wrote that "Women have more strength in their looks than we have in our laws, and more power in their tears than we have in our arguments." I agree. But it goes much further than that today. Looks and tears are still very formidable weapons, but it is your intelligence and dedication and drive that we want to mobilize and put to work in the next four years.

I feel very strongly that we are a part of something very big in the history of North Carolina, that each of us has a real contribution to make to this day, and a compelling responsibility to make that contribution.

The 1965 General Assembly faces a task that is unprecedented. We have problems, yes. And we are going to attack those problems with enthusiasm and complete confidence that we can overcome them.

But the exciting thing—the thing that must inspire all of us—is the abundance of opportunities for progress. Never before have we had such opportunities and never before has there been such a pressing demand that we make the most of them.

In education, in industrial development, in agriculture, in cultural development, and in all other areas affecting our people, the time is now.

The job cannot be done here in Raleigh. Here we can provide leadership and the tools. But success in reaching our goals will be registered at the local level. This is where you can be most effective. Know the issues and talk about them. Interest other people.

The work of this General Assembly will directly affect the life of every man, woman, and child in this state. The decisions that will be made in the next few months will determine the kind of lives that North Carolinians lead, not just for the next few years, but for generations to come. There are things that cannot wait in education, in agriculture, and in other fields. They must be done now. The responsibility for doing those things and doing them right belongs to us. It is a responsibility we are going to meet.

This morning I would especially like to ask your help, and your personal involvement, in an area that will be a special concern of this administration. That area is traffic safety. As I pointed out to the General Assembly last Thursday, I am in the process of developing proposals that I feel will be effective in curbing the senseless slaughter that takes place day after day on our highways.

Last year 1,575 human beings were killed on the streets and highways of North Carolina. Approximately 50,000 were injured in more than 80,000 accidents. The economic loss—incidental as it is may be when compared to the human anguish involved—amounted to more than $283 million.

There is something we can do to curb this slaughter. The enactment of safety legislation will help. But the final solution must come from the people of North Carolina themselves. They must realize that the best person who can prevent an accident is the man or woman who drives a car. It is the individual who drives an unsafe car. It is the individual who fails to yield the right-of-way or runs a red light.

It is the individual who speeds or drives after drinking. It is the individual who must bear the major responsibility for the fact that we killed more people last year than the year before and the year before that. It is the individual who must bear the major responsibility for the fact that we are likely to kill more people this year than last *unless* there is a real change in the approach that most North Carolinians take toward driving.

I would like to ask each of you to help me change that attitude. Traffic accidents do not always happen to someone else. There are 1,575 people who died in North Carolina last year who probably did not think it could happen to them. Someone who didn't think it could happen to him may be dying on a North Carolina highway right now. There may be a dozen North Carolinians who don't think it can happen to them who will die on our highways before the end of this week.

We have the job of convincing every driver in this state that it can happen to him; that it may happen to him unless something is done, unless we change our attitudes toward the matter of traffic safety.

Each of you here can help bring about that change. You can do so by setting an example, by encouraging safety activities, by insisting upon the strict enforcement of traffic laws and by giving serious thought to new ways and means of saving lives on our highways.

I want the benefit of your thoughts on this matter. I will welcome any suggestions you have.

May I conclude by thanking you again for the pleasure of meeting with you today. I hope that by working together we can accomplish much for North Carolina in the days ahead. The opportunity is there. We must take advantage of that opportunity.

GOVERNOR'S AGRICULTURAL OPPORTUNITIES LUNCHEON

RALEIGH

February 24, 1965

The governor spoke of the direct interest of each person in many-faceted agriculture, adding that North Carolina's industries were rooted "in the soil of our farmlands and our forests." The good things of life would not just happen, said Moore, but the opportunities were there for those who worked to develop them; future growth depended, to a great extent, on agriculture. The state's income from agriculture and from business connected with agriculture was estimated at $5 billion annually; it could be more. The "Successful '65" Program, initiated by the Agricultural Extension Service at North Carolina State University in an effort to soften the blow of anticipated tobacco income losses through the development of alternate resources, planned for livestock and food crop programs as a primary source of additional money. The right selection would have to be made for each farm, however, to assure success. State government would help agricultural interests, but the real work would have to be done at the local level where the farming was actually done. While diversification was a desired goal, every effort was also being made to strengthen tobacco agriculture. The governor supported the acreage-poundage proposal in hope of getting supply in line with demand, thereby saving the tobacco program. Moore observed that all the conferees present were interested in a sound and profitable farm economy; he promised to do all in his power to see that North Carolina attained its full agricultural potential, and he solicited the cooperation of his audience in working toward the fulfillment of goals of mutual interest.

SAFETY WORKSHOP OF THE NORTH CAROLINA CONGRESS OF PARENTS AND TEACHERS

WINSTON-SALEM

February 25, 1965

Governor Moore, who accepted few out-of-town engagements during the legislative sessions, traveled to Winston-Salem for a PTA safety workshop. He recalled his message to the General Assembly in which he had stressed the need for education if North Carolina were to attain its full potential. Though much was needed in that area, Moore took as his text the problems of traffic safety. The greatest threat to a young life, he stated, was not an ailment but an accident. The average adult was only mildly concerned about this problem, and the speaker commended the PTA for turning the spotlight on the situation. He advocated a study in every community of child accident problems as a basis on which to formulate plans to eliminate them. Though experience was a great teacher, no parent would want his child to learn the rules of safety through that method alone. The governor emphasized the importance of teaching children to cope with danger, to make safety-awareness a habit.

Driver education was effective in establishing good driving habits, and North Carolina had been honored by recognition from the Insurance Institute of Highway Safety; the award, Moore said, had been accepted on behalf of those who taught driver training across the state, but progress did not mean North Carolina could rest on her laurels. The home was the place where safety had to be taught, and the speaker urged parents to do their job well, because safety-conscious people were safer than others. Practice of safety required self-discipline and acceptance of responsibility. Moore commended the PTA members for contributing something valuable to the state and nation: "a strong and responsible rising generation."

OPENING OF EXHIBITION OF WATERCOLORS OF JOHN WHITE

Raleigh

February 25, 1965

The occasion of Governor Moore's remarks on the John White watercolors was the opening at the North Carolina Museum of Art of a showing of the paintings done by "this aventurous Englishman . . . [who showed] for the first time a glimpse of the glory and the mystery of America." Decorative maps of the coast pictured clearly Roanoke Island and the Outer Banks; Indian villages, and flora and fauna, revealed conditions of the country when it was found by White and the colonists with him. Moore expressed appreciation to those who made the exhibition possible: the North Carolina Museum of Art, the National Gallery of Art in Washington, the Pierpont Morgan Library in New York, and of primary significance, the British Museum which permitted the return of the White paintings to America. The governor called White "a minor artist, but the freshness and the brightness and the clarity with which he saw the New World has made him immortal."

TOBACCO ASSOCIATES, INC.

Raleigh

March 2, 1965

[On January 11, 1964, the results of the *Report of the Advisory Committee to the Surgeon General,* indicting tobacco as a cancer-producing agent, were made public. As a result of the publicity given the report, there was a wave of reaction against the use of the product. It was natural that such leaf-producing states as North Carolina would feel the blow sharply, and many efforts were made to defend tobacco products and to find flaws in the surgeon general's report. In this address, Governor Moore stressed the economic importance of the crop to the state, reiterating his belief that agriculture in general and tobacco in particular still had a big role to play in the future of the Tar Heel State.]

It is a pleasure to meet with you today and to welcome each of you to Raleigh. This is the busy season in the state capital. The General Assembly, as you know, is in session and is making excellent progress in enacting the legislation that will be needed to insure our state's progress in the days ahead.

I have gone to the General Assembly with a forward-looking program, and I am pleased with the way this program has been received by both the legislature and the people of the state. Our various state agencies have caught the spirit of what we must do and are going to do in the next four years. They are increasing their efforts to provide the kind of service the people of North Carolina expect of them.

In Raleigh and throughout North Carolina, there is confidence in the future. In fact, there is a lot of real excitement. We are excited about the opportunities that are ours. We feel that we know what must be done to take full advantage of those opportunities. We feel we have what it takes to do those things.

We are not whistling in the dark when we say these things, and we are not being overconfident. We are simply looking at the facts as they are today in North Carolina. Those facts give us cause to be optimistic.

We have problems; no group is more aware of this than you folks, but these problems can be overcome. In the case of tobacco, if we did not feel our problems could be overcome, we would have to resign ourselves to a rather bleak future for North Carolina.

Agriculture is the backbone of this state's economy, and tobacco is the backbone of our agricultural economy. Add to this the fact that a strong price-support program is the backbone of the tobacco industry, then our job becomes clear. We must save and strengthen the tobacco program.

To do this, we are going to have to be very realistic. Everyday we are going to have to remind ourselves and others just what the tobacco industry means to North Carolina. The average person will quickly agree with you that tobacco is important. Does he really know just how important?

Does he know that 165,000 North Carolina families—one-ninth of our population—depend upon tobacco production for their primary livelihood? Does he know that 900 million pounds of tobacco are produced each year in 86 of our 100 counties? Does he know that last year more than 410,000 acres of North Carolina farmland was devoted to the production of flue-cured tobacco, and that another 10,300 acres was used in the production of burley?

Let us tell this story over and over. Let us make absolutely certain that our people know what is at stake in the crisis facing tobacco today. They have a right to know, just as we have a responsibility to tell them. In a very real sense, they are as much involved in this crisis as the tobacco farmer. Maybe they are not as immediately involved, but if they are concerned about their economic future, they are just as directly involved.

No opportunity must be missed to impress upon our urban friends and neighbors that tobacco represents 48 percent of the total agricultural income of this state, and 60 percent of the total crop income; that we produce two thirds of the nation's flue-cured tobacco and manufacture 61 percent of the nation's cigarettes.

There are 218 tobacco warehouses in North Carolina, and their importance to the economy of countless communities is substantial. Tobacco manufacturing plants in North Carolina employ around forty thousand people. Their income is around $156 million annually. The sale of the products manufactured by these North Carolinians totals about $3 billion each year.

Let us make sure all of our people know these facts. Let us make sure all North Carolinians understand the nature of the problem confronting us. In 1952 North Carolina farmers produced an average of 1,222 pounds of tobacco per acre. Two years ago this total had risen to an average of 1,975 pounds per acre. Last year it jumped to an average of 2,203 pounds per acre. This is an 80 percent increase in twelve years. This is technology at work.

A significant point here is that a 10 percent acreage reduction in 1964 had little effect on production. We still produced 11 million more pounds than in 1963.

The Flue Cured Tobacco Stabilization Corporation today has around 943 million pounds of tobacco in storage. The corporation absorbed 237 million pounds in 1962, 277 million pounds in 1963, and 285 million pounds in 1964.

Obviously the tobacco program under which we have been operating has failed to produce the stability we must have in the tobacco industry. Just as obviously, an alternative must be found—and it must be found quickly.

Our objectives can be stated simply:

(1) Increase the acceptability and usability of our tobacco in both domestic and foreign markets, and

(2) Develop a program of price supports that is in line with market demands.

We must, in all our efforts, work toward insuring that the price paid on the market reflects the true value and usability of tobacco.

The law of supply and demand is still the first and only realistic law of commerce. Adherence to this law is the goal toward which we must work.

I have given my support to the acreage-poundage program now before Congress, not because I think it will solve all our problems but because it appears to be a step in the right direction.

I have said many times, and with great sincerity, that North Carolina has an exciting future in agriculture. I am just as sincere in the conviction that tobacco has a big part in that future. It is going to take a lot of thought and a lot of hard work on all our parts. But it is a challenge we must meet. I have no fear that if we continue to work together, we will meet this challenge. Then we will be a step nearer the more abundant life we are striving for in North Carolina.

Thank you.

WOOD SCHOOL SEMINAR OF EASTERN NORTH CAROLINA LUMBER MANUFACTURERS' ASSOCIATION

DURHAM

March 11, 1965

The wood products industry was cited by Governor Moore as "a good example of progress through cooperative effort" in a speech delivered at the Jack Tar Hotel in Durham. The industry was looking for more extensive uses of North Carolina wood and wood products; manufacturers wanted to sell on a basis of quality and service, not geography. Moore commented on the interest of state government in forestry and related industries because the state had 3,200 forestry-related plants out of a total of approximately 7,500 industrial plants. More than ninety-one thousand Tar Heels made their living harvesting and processing forest products. Only textiles employed more people and only tobacco and poultry produced a higher percentage of farm income. North Carolina, first in the nation in hardwood plywood production; first in the South in lumber production; first in the nation in the production of wooden furniture; manufacturers of more than 28 percent of the nation's wooden bedroom furniture, 35 percent of the nation's dining room and kitchen furniture, and 16 percent of the nation's wooden upholstered furniture, was the only southern state in history to produce forest products worth more than a billion dollars each year. With expected increases in production of paper, veneer, and lumber, the opportunity for North Carolina was waiting. Governor Moore expressed confidence that the Old North State would take full advantage of the situation.

ANNUAL MEETING OF NORTH CAROLINA MENTAL HEALTH ASSOCIATION

RALEIGH

March 12, 1965

[North Carolina made remarkable progress in the field of mental health in the post-World War II years, including vast improvement in the mental hospitals, but much remained to be done. The 1963 General Assembly appropriated $1,822,652 to provide for programs and services needed for the care of the mentally retarded, often referred to as the "forgotten children." Despite these forward steps, there were still crying needs. Governor Moore discussed this broad area in addressing the 1965 Mental Health Association at the Sir Walter Hotel in Raleigh.]

The state of North Carolina has been concerned with the care and treatment of our mentally ill for more than a hundred years. Since Miss Dorothea Dix's[65] crusade brought results in 1850, progress has been the hallmark of North Carolina's program to aid its mentally ill and retarded.

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[65] Dorothea Lynde Dix (1802-1887), humanitarian from Maine; pioneer in efforts on behalf of the mentally ill; toured North Carolina and prepared memorial for General Assembly in 1848, resulting in funds for establishment of state mental hospital in Raleigh, subsequently named Dorothea Dix Hospital. *Concise Dictionary of American Biography* (New York: Charles Scribner's Sons, 1964), 236-237; Hugh Talmage Lefler and Albert Ray Newsome, *North Carolina: The History of a Southern State* (Chapel Hill: University of North Carolina Press, Revised Edition, 1963), 352-353.

This progress has been dramatic. Its results can be seen in our hometowns where many, who once would have been confined for life, are leading normal, productive lives.

North Carolina's program is in the beginning of a new era now. More and more of our mentally ill and retarded are receiving treatment in local residential centers in or near their hometowns. These centers will become increasingly important to our overall program; they will work hand in hand with our existing institutions.

In spite of sharply rising admission rates to the mental hospitals, discharges are keeping pace with admissions. Today mentally ill patients are receiving excellent treatment. More than 80 percent of mentally ill patients who enter our hospitals are discharged within six months of admission. The establishment of aftercare clinics to provide follow-up treatment for discharged patients is reducing readmission rates.

The situation in our centers for the mentally retarded is somewhat different. Here discharges lag behind admissions. Even in these institutions, however, there is new emphasis on rehabilitation, education, and training within the limits of the capacity of each retarded resident. It has been discovered that many retarded individuals can learn to maintain themselves in the community independent of the institutions.

At the same time that inpatient treatment services have been growing, community mental health programs also have been expanding and developing new approaches. At the end of December, 1964, thirty-three mental health clinics were serving forty-eight counties.

In addition to direct services to patients, personnel of these centers provide consultation services to other professional disciplines who deal with mental health problems. They also spend a considerable amount of time in community education.

The key to advances in treatment, recovery, and prevention of mental illness and retardation lies in increased knowledge which is gained through persistent, continuing, scientific research. We are proud that the North Carolina Department of Mental Health has an active research program, established through an appropriation made by the 1959 legislature and increased by the two following general assemblies.

It is essential that research support be continued. In recent years progress in the care and treatment of the mentally ill has steadily improved. Our mental hospitals and our centers for retarded have gradually changed from isolated, segregated, custodial institutions to truly therapeutic communities.

Mental health costs have risen as we have added expenditures for more personnel, for better trained personnel, for capital outlay, for research, for community mental health services, and for mental retardation programs. Newer treatment techniques, improved physical facilities, better patient-personnel ratios, and better trained personnel all have combined to give us high caliber treatment programs.

We are now in a period of exciting developments in the entire mental health field. Changing concepts of care are being advanced. Largely through the efforts of yours and other similar associations of volunteer laymen, attention has been called to our mental health programs and their need for improvement.

I believe that we are now at the beginning of another revolution in our mental health programs. It will be more momentous than the one through which we have just passed when we saw our institutions change from "human warehouses" of custodial care into centers of active treatment and rehabilitation.

The outlines of the new programs already are beginning to take shape. The cornerstone of this anticipated development is the local community itself. With the leadership of the State Department of Mental Health, a reemphasis on the local community as the locale in which mental disorders can be dealt with most effectively is essential.

The major step for the future in North Carolina is to develop a coordinated, comprehensive system of community-based psychiatric services. Such a system would make available a full range of services to each citizen. It should be able to offer the kind of service the citizen needs, at the time he needs it, at a location as near his home and family as possible.

If we are to have the kind of system which will meet these broad objectives, certain resources must be stimulated and developed at the local level.

First, our community clinics must work with the local doctors who are assuming a larger, more active role in the management and treatment of mental disorders.

If hospitalization is required, it should be possible to admit the patient to the psychiatric service of the local general hospital. This is an area that especially needs development. Relatively few of our community hospitals now offer psychiatric service. Our communities need to move vigorously in this direction.

Next, the network of community mental health centers in the state must be expanded and strengthened. The mental health center is the key link in a system of community based psychiatric services. These centers are planned as facilities where all mental health services in a given area can be coordinated. These services include treatment, aftercare, prevention, community education, and consultation.

More comprehensive mental health centers will be established in strategic locations throughout the state in the coming years. In addition to the services already mentioned, the comprehensive center will provide complete diagnostic service, emergency service, day and/or night hospitalization, transitional facilities, as well as inpatient hospital care.

Outstanding examples of these needed services include the halfway house for both the emotionally ill and mentally retarded. More nursing homes also are needed to provide physical care for the less disturbed patient in the community. Rehabilitation workshops providing sheltered working experience for the mentally handicapped patient are a must. Day or night psychiatric hospitals offer a reasonable alternative to full-time hospitalization for many psychiatric patients and must be developed in more communities.

Greatly increased emphasis on family care, foster home care, homemaker services, casework, and family nursing service is required.

Let me say, however, that we cannot foresee a time when our state-level institutions can be scrapped in favor of complete psychiatric care in the community. Centralized psychiatric institutions will not disappear. They will undoubtedly remain large centers of treatment for many years to come. These units will develop more and more into centers for research and training, as well as being service units for the mentally ill and retarded. Expansion in our hospitals and centers needs to continue in the direction of specialized function and increase in personnel and programs rather than in increasing numbers of patients or beds.

The programs of therapy and rehabilitation in the hospitals and centers must be coordinated with the other elements of the community programs. We must focus on returning the patient to his home or to a community-based resource as soon as it is medically feasible.

More attention must be given to insuring an adequate education for mentally ill or emotionally disturbed children who have a capacity for learning. We need teachers in our mental hospitals to work with these children. Our responsibility to these boys and girls is to return them to their homes and to society as potentially productive citizens.

Special attention must be given to research in the causation and prevention of mental illness and retardation. This is essential to ensure that our bold new programs be founded on sound new knowledge.

Another important area is that of training and recruitment of mental health personnel. Manpower continues to be a major problem. Programs of residency training, student or trainee support, and inservice education must be continued.

We can point with pride to the progress that has been made in mental health in North Carolina. But our pride must be tempered by the realization that the combined mental health resources are not adequate.

We must continue working toward the goal of a coordinated program of comprehensive mental health services where the needs of the patient are foremost, where his treatment and recovery are relatively quick, and where the patient and his family undergo minimal dislocation.

To have such a program for our state requires a total community effort, a total citizen effort. This great association as well as the physicians represented here have a large share of responsibility in moving our state toward the goals about which I have spoken.

I congratulate you for the work that you are doing for mental health through the Mental Health Association and the Medical Society of the State of North Carolina and I earnestly solicit your continued aid, guidance, and support in our continuing struggle against mental illness.

GOVERNOR'S SALUTE TO COMMUNITY AND AREA DEVELOPMENT

RALEIGH

March 23, 1965

[Speaking at Dorton Arena in Raleigh, the governor held out promise of a better North Carolina for the future. He reviewed progress of the past and explained that people working together could perform miracles for the future.]

The Governor's Salute to Community and Area Development Luncheon, March 23, 1965, was held in the Dorton Arena in Raleigh. To the right is Bob Richards of the Wheaties Corporation; the luncheon was sponsored by General Mills Corporation. (Photograph from Dan K. Moore Photograph Album, courtesy of Governor Moore.)

I want personally to thank each of you for being here. To a very large degree the future of North Carolina is in your hands. You, through your ability and the quality of leadership you exert, will move this state forward in the days ahead. Individually and collectively, you have a great responsibility. I do not think I am exaggerating a bit when I say that this group has the capability of making life better and more abundant for almost five million people.

In a sense, each of you has hundreds of thousands of people looking to you for the guidance and inspiration that will enable them to take full advantage of their opportunities. This is why I appreciate so very much your coming here today. This is why I appreciate your meeting with me.

Actually we are very privileged people. We are privileged by the opportunity to serve at perhaps the most crucial time in the development of our state. In fact, I neither feel I am overstating the case when I say we have an opportunity as individuals that is unique in our history nor when I say it is an opportunity that will not wait for others. I am firmly convinced that we will do the job in the next four years, or we will have lost the greatest opportunity for progress in the history of our state. The opportunities we lose now will not be regained. They will not come our way a second time.

Either we meet this challenge or we do not. If we do, the abundance that can be ours taxes the imagination. If we do not, then we have failed in our responsibility, and the abundance that might have been will never be.

It is to the credit of many of you here that we have a sound foundation on which to work. And working together, we are going to make the best of this advantage you have given us. That is why we are here today—to dedicate and rededicate ourselves to the job that must be done during the next four years.

The key is cooperative effort—the kind of cooperative effort that manifests itself in community and area development programs, the kind of cooperative effort that the people assembled here today can assure for North Carolina in the critical period ahead.

A good indication of what you can do is obvious in what many of you have already done. In the decade and a half since the community and area development program began in North Carolina, there has been great progress. This progress has been especially apparent in the last ten years. What are some of the facts?

In 1954 cash receipts from farm marketings in North Carolina, excluding government payments, totaled $733,460. In 1964 these receipts were very nearly doubled. In some counties the percentage increase ranged above 400 percent; in others, less than 20 percent. Clearly, much was accomplished in many areas. Many opportunities were missed in others.

In the area of new and expanded industries, progress in the last ten years has been dramatic. Investments approached $2.5 billion. Payrolls for industrial workers rose more than $845 million. New jobs totaled more than 260,000. In one county during this period, there were nearly six hundred new and expanded industries. In others there were one, two, and three hundred. In one fourth of our counties, there were less than ten. Again, much has been accomplished while many opportunities have been missed.

One other example: In almost every county in North Carolina, income from the travel industry has tripled. Firms serving the travel industry have doubled in some counties. The number of North Carolinians employed in travel-serving businesses has more than doubled. In some areas these increases have been fantastic. In others, the potential has hardly been tapped.

Not all the credit for the progress in some areas and not all the blame for lack of progress in others rests with the development associations. But I do think this responsibility is increasingly yours. It is yours because it is a responsibility that must be met, because you have actively sought the responsibility, and because, in many ways in recent years you have demonstrated your ability to carry that responsibility.

Fifteen years ago, the community and area development program began in North Carolina, embracing three western counties, twenty-nine communities and around three thousand North Carolina families.

Last year there were well over a thousand communities involved in development programs and more than 105,000 Tar Heel families in twelve area development associations.

The achievements of these development groups are reflected in economic growth, in higher standards of living, and in real enthusiasm for the future of our communities and counties, and for our state.

Our people have become concerned. They have very realistically appraised their potentials. They have decided what had to be done to make the best of that potential. And they have, in many areas, set out energetically to get the job done.

Examples of what you have done and are doing are limitless. It can be summed up simply by saying that you are marketing North Carolina. We have a great product to sell. It is North Carolina, its people, and their productivity. Your job, and mine, is to put this product on the market in such a way that it benefits all our people. A good start has been made.

To assist in this marketing program, I proposed in my budget message on Friday that the state establish five regional development offices at strategic locations across North Carolina. These offices will be manned by trained specialists—people whose responsibility will be to work closely with you in your planning and development programs in agriculture, industry, and travel. The cost of this undertaking will be relatively small, but I am convinced it will pay big dividends.

One hundred and five thousand families in over one thousand organized communities in North Carolina have rallied to the challenge that "There is no limit to what a community can do." Evidence of the success of this program was recorded recently when the *Progressive Farmer* magazine said, "A fever has spread like wildfire through Western North Carolina—a fever and a fervor to build better communities, better farming and finer rural living."

Down East the spirit of cooperative effort resulted in the establishment of North Carolina Coastal Historyland in 1963—a program combining the efforts of five development associations and thirty-four eastern counties. Today, instead of competing for the tourist dollar individually and not too effectively, the people of this area are joined in an effective program to promote the scenic, recreational, and historic attractions of an entire region.

In the SENCland area, the agricultural division of the development association spearheaded a drive in 1962 that raised the corn yield in the area by twenty bushels per acre on over 200,000 acres. It was a cooperative effort involving development officials, farmers, businessmen, bankers, and many others.

A similar effort in the eighteen-county western area raised farm income from $63 million to well over $112 million in a twelve-year period.

In the eleven counties of the Northwest Development Association, farm income rose from $54 million in 1954 to $130 million in 1963. Income from poultry alone today totals more than the total farm income just ten years ago. Much of the credit is given the development association—which, incidentally, has just published an excellent analysis of the economic potential of the area. It also sends an industrial newsletter to 12,000 major companies quarterly.

I understand that a food processing study has been made for the Piedmont area and that economic surveys are in progress in the Albemarle and Chowanoke areas.

In my budget message, I said we were going to provide more and better state services in the next four years—and that we were going to do so without raising taxes. We are going to raise the standard of living of our people, and the only way we can do this is with greater economic opportunity in every section of the state. I am confident we will reach this goal. I am confident that four years from now our people will be living better—much better. And the reason for this confidence is seated around me now. You are the people who can make this happen.

Reviewing community and area development achievements in North Carolina in the past decade is not unlike taking a panoramic view of our state's progress. We see new industry, higher income, larger crop yields, better homes, new fire departments, rural beautification, greater community pride, aggressive leadership, and countless other evidences of the more abundant life.

Again, not all the credit goes to the organizations represented here today, but a great share of the credit does belong to you. And that share will increase as you continually accept more responsibility.

I pledge you the full cooperation of your state government in meeting these responsibilities.

Development programs contain no miracles, other than the miracle of people working together to benefit themselves and their fellowmen—people accepting a share of the responsibility for their own destiny. This is the North Carolina way—our way—the way we will build a great, proud, and independent state.

Thank you.

GRAPHIC ARTS TRADE FAIR

CHARLOTTE

March 25, 1965

Representatives of the printing industry in the Southeast were in attendance at the gathering at the Merchandise Mart in Charlotte when Governor Moore traced the development of the trade fair dating from the time of the Stone Age when the enterprising merchant took a supply of late-model arrowheads and other tools to the clan meeting. By the time of the Roman Empire, the governor said, merchants gathered at central locations and people came to purchase supplies. Charters for fairs were granted to churches and monasteries during the Middle Ages. The "trade fair has been the focal point for commercial activity for thousands of years." With the coming of machines, ways of buying and selling were quickly changed, but the trade fair continued as a tangible means of showing one's wares. Many modern institutions, such as stock exchanges, standard weights and measures, music halls, banks, and the like could be traced to the days of the early trade fairs.

The Southeast was emerging as a dynamic economic force; the individual states of the region and the region itself were rapidly acquiring greater diversity and balance. If any industry could be said to be part of *all* of this, Moore remarked, it was the printing industry. Progress in industry, research, and agriculture meant progress in printing; and other areas were dependent on progress in the graphic arts. The graphic arts people were spokesmen for customers. The governor used as an example a letterhead, saying that it alone conveyed an impression concerning the company to a person seeing it. At the Charlotte conference the representatives had the opportunity to see the latest supplies and equipment. The Southeast was growing, and competition for new industries and new markets was done in a spirit of regional progress. Moore told his listeners that they represented "a tremendous force for future progress. It is a big challenge, but one I am sure you will meet with confidence."

NORTH CAROLINA CONFERENCE OF EDITORIAL WRITERS

CHAPEL HILL

April 2, 1965

When the announcement was made that Governor Moore was to speak to editorial writers, he was flooded with advice; one friend suggested that he begin by saying, "Boy, have I been waiting for an opportunity like this!" After this bit of humor, Moore continued in a serious vein, calling his program for North Carolina the objective of "The Great and Good Community." Viewing the state as one large neighborhood, with independent people working cooperatively, the governor cited ways of attaining the goals he had in mind. Education, the keystone, was followed by agriculture, industry, and business. Transportation, with adequate highways and means of preventing highway accidents, was also important in the attainment of the goals of the Moore administration. In discussing good government, the speaker promised to remove the wrong kind of politics, challenging those who doubted his ability to do so to watch him. The many areas he discussed were all essential to the attainment of total development, and the governor called on the writers to join him in pressing for the accomplishment of the goal. He urged the editorialists to get the facts, study, conclude, and then be fair with him; if, after they had studied all available information, they disagreed, he promised to have no complaint. Concluding with the statement that he and the editorial writers had common goals for North Carolina, Moore expressed hope that all North Carolinians would work together toward fulfillment of those ideals.

REGION III MEETING, INSTITUTE OF ELECTRICAL AND ELECTRONIC ENGINEERS

WINSTON-SALEM

April 6, 1965

[In this address, Governor Moore spoke with appreciation of the many contributions being made by scientists and engineers for the good of mankind. The scientific advances which he described were miraculous marvels to the average citizen; the fact that these achievements were possible in a free enterprise system was reason enough for support of the American system.]

Since my inauguration as governor early this year, I have been studying a great deal about the well being of my state and its people in this technical age. My program, which the state legislature is now considering, is designed to meet the needs today and better to prepare us for the future. It is a continuing study with me.

For this reason, I think it would be wise for me to welcome you all to this meeting and then just sit down and listen. You are the experts on the future. Your ideas, your planning, your investments are geared to the years ahead. In a sense, you are among the vanguard of the new American revolution.

Our country and the world now is in the midst of this technical revolution that has already altered the course of human history. What is being accomplished and what it will lead to in all probability will affect our lives and posterity far more than all the political and social revolutions in our history.

Fortunately for us the basic forces involved in this revolution are not men with weapons. Of course, military force and its threat are all too real to all of us. But the basis for this revolution is far deeper than total or near total destructive weapons.

It is the mind of man that has brought us into this revolution. Specifically, it is the fantastic rate of speed with which man has increased his scientific knowledge in recent years. It is the incredible speed with which he has been able to apply this knowledge.

As one noted physicist (the late Louis N. Ridenour)[66] said:

> Everywhere in the world the scientific advances of the last few decades and the engineering advances which accompanied them have fundamentally altered the life of the individual and the structure of the society in which he lives. The changes have been many, vital, and extreme. Yet nowhere, perhaps, has their nature and effect been so startlingly revealed as in the growth and development of the techniques of communication and transportation, those arts which are unique and essential parts of the industrial civilization of today.[67]

I would like to talk for a few minutes about the great improvements in the techniques of communication and transportation and a little of the future. In my lifetime—and I am still a young man—I have witnessed more changes in these areas than did dozens of generations of my ancestors.

When I was born, of course, the telegraph and the telephone both had been invented. Not too many of these instruments were to be found in the mountains of western North Carolina in my youth, however. Within my lifetime, we have entered a new age.

The age of modern electronics probably had its beginning in 1906 when Lee De Forest[68] invented the three-electrode vacuum tube. That made possible the wireless or radio, as they call it now. Voices and music could cover great distances in practically no time at all. It was wonderful. It was the ultimate.

Actually the radio was only the beginning. Thanks to the vacuum tube, not only the radio, but television, radar, and other marvels came into being. When I was a boy up in the mountains, it never occurred to me that one day we would have moving pictures right in the living room. Boys today would not know what to do without such pictures.

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[66] Louis Nicot Ridenour, Jr. (1911-1959), physicist from Palo Alto, California; B.S., University of Chicago; Ph.D., California Institute of Technology; on faculty of various universities, 1936-1951; developer of radar in World War II; former chief scientist of the Air Force; vice-president, Lockheed Aircraft Corporation, 1956-1959; consultant and adviser on numerous government and military boards. *Who Was Who in America* (Chicago: Marquis—Who's Who, Vol. 3, 1951-1960, Third Printing, 1966), 727; "Louis N. Ridenour, Jr.," *Fortune*, LX (July, 1959), 25.

[67] Louis N. Ridenour, "Electronics and the Conquest of Space," in Lyman Bryson, *An Outline of Man's Knowledge of the Modern World* (New York: McGraw-Hill Book Company, Inc., 1960), 281.

[68] Lee De Forest (1873-1961), originally from Council Bluffs, Iowa; pioneer in wireless telegraphy and radiotelephony; patented over three hundred inventions; noted for work with early high-power radio stations. *Webster's Biographical Dictionary* (Springfield, Mass.: G. & C. Merriam Co., 1943), 400, hereinafter cited as *Webster's Biographical Dictionary; The World Almanac and Book of Facts* (New York: Newspaper Enterprise Association, Inc., 1967), 623, hereinafter cited as *World Almanac*, with appropriate year.

The vacuum tube, of course, has now become old-fashioned. The transistor is more dependable. "In the transistor, and in other related solid-state electronic devices, the electrical charges whose motion is controlled by the signals to be amplified need not be liberated by heating." That was a quote!

As you know, the transistor is only one of a variety of new electronic devices which the growing knowledge of the physics of the solid state of matter is making possible. Their existence is an important fact for the future.

These devices, I am told, are already highly dependable and their potentially unlimited reliability will make possible the application of electronic techniques in many fields which have hardly been touched. Many of you here now are working with these electronic devices.

This incredible progress in communications is matched by the progress in transportation. For want of a horse, I walked over many a mountain as a boy. I remember the first car that came to my home. It belonged to an uncle and we boys would walk four miles some days just to ride back in that car.

Now cars, trains, planes are commonplace. Rockets are the new thing. Satellites spin around this earth, and men are talking of trips to the moon, to Mars, or just anywhere out in space. Thanks to the work you are doing, we are in far better shape to fly to the moon than Christopher Columbus was to reach the New World when he set sail in 1492.

Yes, our world has been greatly changed by the development of the electronic arts in the last few decades. The pace is quickening. In the last ten years, we have entered into a new phase of this new revolution. The pace of progress has been greatly accelerated by the work you and others are doing in electronics.

There will be a tremendous increase in the breadth of the application of electronic techniques in the coming years. What you can do and what you will do to contribute to this revolution will make life more convenient and yet more challenging to all of us.

Frankly, I am excited about the electronics industry in North Carolina and the future it has here. This industry has developed rapidly in all areas of our state in recent years, and I believe it will continue to do so at an even greater rate in the coming months.

To those of you from out of state, let me just insert this: if your firm is looking for a place to expand, then look first at North Carolina. We have all the facilities you could want, and the state government is willing to work with you in every way to make your business both enjoyable and profitable. So much for the commercial.

In this revolution we are witnessing, there is one factor that must not change. It has been a cornerstone of our system of government and, more than any other single factor, it is responsible for our economic development and well being. I am referring to our free enterprise system.

In my campaign for governor, I went from one end of this state to the other and talked with thousands of our people. They are strong for free enterprise. They do not like the idea of government's getting too involved in business. This is true of people throughout our region and our country. Economic activity is best when left to private interests.

All of us have an obligation to this free enterprise system. By and large, we are what we are and where we are today because of this system. We all have had the opportunity to develop as we wished. The greatness of the country is a credit to free enterprise. If we are to preserve this nation and our free way of life, we must protect and strengthen our system.

I do not maintain that the free enterprise system is perfect in every respect, but it is far ahead of any other system ever devised by man. If the system ever fails, it will be because we allow it to fail. This we and our children cannot afford; we must all do everything possible to protect and defend the free enterprise system.

This wonderful technical revolution, to which you and the companies you represent have contributed so much, will be useless if we allow our way of life to be sacrificed. Complacency and selfishness are our worst enemies. We cannot afford to be satisfied with what we have accomplished. We must continue to develop and fulfill our full potential.

Thanks to the revolution in science and technology, to which all of you have contributed substantially, we are today on the threshold of a better way of life for all of our people. This is true in North Carolina. It is true in your state and throughout the United States. For the potential to be fully realized, we all have to give the best that is in us.

In North Carolina, we are moving to meet the challenges of the time. We are improving our services to our people. Education, highways, hospitals, and other services are being expanded to meet the needs of the present and the future. We are seeking to improve our agriculture, to expand our industries, to increase travel to meet our revenue needs for furnishing needed services.

Actually, we in government cannot do the job alone. Government can do little more than set the course and provide tools necessary to get the job done. This is the case in North Carolina and it is true in every other state.

Success depends on what happens in the factories and on the farms, in our cities and towns. It depends on what happens in the classrooms, in the churches, and in the homes. It must be done by you and your friends and your neighbors.

There are wonderful years ahead for us all. You people in electronics are setting the pace in many ways. You are in the vanguard of the new American revolution. You and I and all other Americans have the responsibility to make the most of the opportunities of the time. If we do, and I believe we will, the years ahead will be the most eventful and the most progressive in our history.

ZONE II MEETING OF NATIONAL ASSOCIATION OF INSURANCE COMMISSIONERS

GREENSBORO

April 12, 1965

Insurance officials from Delaware, Maryland, Ohio, Pennsylvania, South Carolina, Virginia, West Virginia, and the District of Columbia met with those from North Carolina at the Sedgefield Inn in Greensboro for their 1965 meeting. After welcoming the group, Governor Moore observed that about 650 insurance companies operated in North Carolina, with approximately 500 of these being domesticated elsewhere. He commended the "financially sound and ethically operated" companies which found North Carolina a good state in which to operate. The insurance industry provided protection against many hazards; in 1963 insurance premiums paid in the state totaled $726 million. The fact that insurance protection was provided by free enterprise led the governor to discuss the system, observing that the federal government should stay out of the field of insurance.

So long as the companies themselves and the state insurance departments did their jobs well, federal regulations would be kept to a minimum.

The governor proceeded with a discussion of traffic safety, outlining in some detail statistical information. He discussed his various legislative proposals, admitting the controversial nature of the program. Insurance people had a big stake in safety because of their involvement in processing and paying claims for deaths, injuries, and property damages. He urged the insurers to join him in making roads and highways safer, in educating the people to an awareness of the problem, and in helping reduce traffic accidents.

ALL AMERICA CITY AWARD PROGRAM

WINSTON-SALEM

April 23, 1965

Winston-Salem—All America City for the second time in five years—was commended by Governor Moore at a program held in the James G. Hanes Community Center in that city. The award had been earned by people dedicated to progress, and the achievement of Winston-Salem was cited as a challenge to every other city and town in North Carolina. Moore observed that community spirit had created a progressive community, that the city had shown what could be done, and that the state needed more All America cities and towns. The governor's program for North Carolina also envisioned progress, and the chief executive explained the need to strengthen state services in many fields; he emphasized the inability of government to do the entire job, adding that action had to come from people working together in the way they had done in Winston-Salem. In a discussion of traffic safety, which would be accomplished only through cooperative effort, Moore discussed briefly the recommendations he had made to the General Assembly a few days earlier. By strengthening existing programs and creating new methods, Moore envisioned North Carolina as the All America State. Winston-Salem had shown how to get the job done; great communities were built by people working together. The governor expressed faith in the people of that city to help in making North Carolina a great state.

ANNUAL CONVENTION OF NORTH CAROLINA BANKERS ASSOCIATION

PINEHURST

May 11, 1965

The governor thanked the bankers for help given his administration, citing particularly the work of the president of the North Carolina Bankers Association, Robert P. Holding, Jr.,[69] called by Moore "a dedicated businessman and a dedicated citizen of his state." As president of the North Carolina Traffic Safety Council his contributions to the Moore administration deserved special commendation. He praised the record of public service of the group as a whole and called bankers the "keystone in our economic development." Ninety-seven percent of the banks in North Carolina extended credit to farm people, though the national average was only 91 percent. Banks provided much of the capital needed for development, helped young Tar Heels by lending money through the North Carolina Bankers Student Loan Fund, and rendered public service in numerous ways. Governor Moore commented on the Uniform Commercial Code, expressing optimism that it would be enacted, and calling on bankers to help others understand its effect on the commercial law of the state.

Moore felt that economic activity was best left to private interests though government did have a part to play. The free enterprise system had to be protected, and through education the system would be assured a future. The governor devoted a few minutes to a discussion of highways, highway safety, and other current problems. Bankers, who were concerned people as well as busy people, were asked to help handle problems and meet goals of the Tar Heel State.

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[69] Robert P. Holding, Jr., banker from Smithfield; B.S., Wake Forest; World War II veteran; with First-Citizens Bank prior to joining staff of Bank of Fuquay as assistant to the president, later executive vice-president; director of several banks; chairman of the board, First-Citizens, Smithfield. Information from office of Mr. Holding, May 5, 1969; *Wake Forest Alumni Directory* ([Winston-Salem: Department of Alumni Activities, Wake Forest College], 1961), 126, hereinafter cited as *Wake Forest Alumni*.

DEDICATION OF STATE PORTS AUTHORITY SMALL BOAT HARBOR

SOUTHPORT

May 20, 1965

[Well known were the state ports at Morehead City and Wilmington, but the concept and realization of the small boat harbor at Southport was not widely publicized prior to the time of its dedication. Governor Moore elaborated on the progress made in Brunswick County and on the value of the new facility to the area.]

This is a particularly significant moment for me—to come here as I do, a native of the mountain region of our state, to stand on this southeastern coast and to understand completely the great community concept that is North Carolina. I cannot remember a time when this concept was more obvious to me than it is today.

We do have a great community. North, east, south, and west, we have almost five million people, all of whom are dedicated to one thing: progress—the building of a more abundant life for ourselves and all who will follow us.

Since 1959, when the people of this state voted to invest in the future of Brunswick County with the approval of a bond issue for improvements here, I have followed with great interest the development of these port facilities. For this reason I look upon this event, not as the climax of an effort, but as a milestone, as an indication of what can be accomplished here in the days ahead.

I am convinced that an increasingly prosperous future for Brunswick County and all the counties of the Southeast is now assured. Energetic action on the part of the people of a region creates interest in that region. Interest prompts investigation. In an area where a great potential exists, investigation leads inevitably to progress.

More industrial prospects are looking at this area today than ever before. They know that where you find land and water and good, substantial, industrious people, you find the basic ingredients for a profitable investment. Add all these things to the availability of ocean shipping lanes and you have a combination that spells magic to industrial developers.

I want to commend the State Ports Authority on the contribution it has made to this day. John Reeves[70] and his associates have done an excellent job.

The Ports Authority's achievements at Morehead City and Wilmington are a matter of record. A total of 824 vessels, flying the flags of nations from around the world, called at these two terminals last year.

It is interesting to look back on this development. Before 1952 the idea that North Carolina could develop two thriving deepwater ports in little more than ten years would have been laughed at. The fact that our world trade would go over $1 billion in 1964 would have seemed an unattainable goal to most people a decade or so ago.

Many of us here today can remember when the development of our ports into vital contributing factors in the state's economy was little more than a dream. Today it is a very obvious reality. The same can be said for this small boat harbor. A few years ago it was just an idea; now it is a fact.

There is no limit to where this development can lead. The possibility of its encouraging the development of a major seafood processing industry is very real. Already there is an industry being established adjacent to the harbor.

This harbor is a real asset to this community, this county, and this region, but I think it is also symbolic of the future for this area. You are on the move and you are going to keep moving. The potential is here and we are going to develop that potential. A good start has been made. I pledge you my cooperation and my enthusiastic interest in the days ahead.

It is my happy task to dedicate this facility to the service of this region, to the progress of North Carolina, and to the cause of a better and more abundant life for all of our people.

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[70] John Mercer Reeves (1887-), from Pinehurst; A.B., University of North Carolina, Chapel Hill; chairman, board of Reeves Brothers, Inc., textile manufacturing firm of New York; World War I veteran; first appointed to Ports Authority by Governor Luther Hodges; served until September, 1966, when succeeded by E. N. Richards. News release of Governor Terry Sanford of July 5, 1961; news release of Governor Moore of September 19, 1966.

COMMENCEMENT PROGRAM OF THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

CHAPEL HILL

June 7, 1965

[Because of intense interest and concern relating to the Speaker Ban Law, Governor Moore took the matter as his text when he spoke at the 1965 commencement exercises at the University of North Carolina at Chapel Hill. For a detailed review of the speaker ban matter and a listing of related speeches and statements, see the headnote to the governor's message to the extra session of the General Assembly, November 15, 1965, on pages 57-58.]

I am grateful to be a part of this ceremony.

It is a great day for all who have assembled here, especially the members of the graduating class. It is a day to look back on the years of hard work that have earned you the right to be here at this moment. You will remember them as good years.

But we live in an age that allows all too little time for looking back. For that reason, this day is, indeed, a commencement, a beginning, a point of departure for a generation of young men and women entering the most exciting and challenging age in the history of man. It is an honor to share this moment with you.

Well over seven decades have passed since my father came to this campus as a student. Over four decades have passed since my two brothers came. Thirty-seven years have passed since my own commencement. My two children are comparatively recent graduates. We are proud to be a Carolina family. We are proud of this university and its heritage.

In 1792—a year before the cornerstone on Old East was laid—a writer of that day described the site on which this university would be established. He wrote, "The seat of the University is on the summit of a very high ridge. . . . The flat country spreads out below like the ocean, giving an immense hemisphere in which the eye seem[s] lost in the extent of space."[71]

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[71] Hugh Talmage Lefler (ed.), *North Carolina History Told by Contemporaries* (Chapel Hill: University of North Carolina Press [Fourth Edition, Revised], 1965), 158.

I think this writer, even then, three years before the university would open its doors, felt the spirit of this place and sensed the role this university would play in the building of a great state. A high summit of knowledge, dedication, and leadership was reaching out in all directions to lift and inspire a proud and independent people.

Clearly, this was the responsibility assigned to this university by its founders. It is a responsibility that has been reaffirmed many times down through the years. And, most importantly, it is a responsibility this university has met.

The people of North Carolina owe a great deal to this university. The university also owes a great deal to the people of North Carolina. Our people have supported the university through good times and bad times. This campus was established by the people, and it has grown, not independently or remotely, but in close concert with the life of our state.

We have moved forward together—the people, the university, the state. There has been one goal—the full development of our vast potential.

This university must continue—as it has done so nobly in the past—to lead and inspire. But always, it must stand close to the people. It must know, understand, and reflect their sentiments as well as their hopes and ambitions. A great oak does not separate itself from its roots in order to grow taller. Rather it sinks those roots deeper in the soil that provides its strength. So does a great university cling tightly to the heritage that gave it birth and to the people that give it strength.

May I say to the graduates here today that your responsibility to this university does not end with this ceremony. You will carry that responsibility with you always. You will never repay the debt you have incurred here, but you will always have an obligation and many opportunities to try.

Make that effort by exercising the leadership ability you have gained here. Make that effort in business and industry, in your homes and churches, in your civic activities, in local, state, and national government. In other words, you can pay back part of the debt by using fully your energy, your intellect, and your talents, to build a better community, a better state, and a better nation.

My friends, we are now involved in a controversy that concerns this great institution as well as our other institutions of higher learning. I refer, of course, to the so-called Speaker Ban Law. The coin of settlement of this dispute has two sides. We desire on the one hand to retain the scholarly prestige that goes with the accreditation of our institutions of higher learning. On the other hand, we seek to preserve and maintain the confidence of the people of North Carolina and their duly elected representatives in these institutions. While some oppose the Speaker Ban Law as an abridgment of academic freedom, many North Carolinians support the law as a symbol of resistance to communism and, therefore, as a protection of this freedom.

Because this controversy has grown in volume and intensity, I have decided, President Friday and Chancellor Sharp,[72] that it is proper for me to discuss certain aspects of this controversy briefly in the presence of the faculty, the trustees, the students, and all other friends of the university who may be present.

First, may I point out that we must deal with the issues here as they are today—not what they were in the General Assembly of 1963 or in the two years that followed.

On June 1, I issued a statement reviewing the development of this controversy and stating that it was my belief that it would be impossible to secure any modification, much less repeal, of this law during the present session of the General Assembly. This statement was made after careful and deliberate study of the situation as it exists. The lieutenant governor, the speaker, and other leaders of the legislature agreed with my conclusion. It was our collective opinion that any effort to amend or repeal this law at this session would be futile.

In view of misunderstandings that had arisen and in view of the emotions and passions that had been deeply stirred on all sides, I felt that it would be wise to ask the General Assembly to create a commission to study this entire matter and report back to me. I stated that "the purpose of this commission is to find if possible a common ground for all those who are devoted to freedom and who desire to do what is best for North Carolina and her institutions of higher learning." One of the frequently expressed objections to this law is that it was passed without an opportunity for a public hearing. With the commission, this objection will be cured—all can be heard before a fair and impartial group, in a calm and judicial manner.

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[72] Paul Frederick Sharp (1918-), university president from Des Moines; A.B., Phillips University; Ph.D., University of Minnesota; college teacher and administrator; chancellor, University of North Carolina at Chapel Hill, 1964-1966; president of Drake University since 1966. *Who's Who in America,* Vol. 35, pp. 1977-1978.

Since I proposed the creation of a commission to consider the Speaker Ban Law, I feel it would be presumptuous for me to tell these commission members in advance what they should do. It would be as though a judge told a jury what verdict to render before all the evidence was in. The very purpose of the commission is to hear evidence from all sides, define the issues, and then render an independent and impartial decision.

Unless this is done, the findings of this commission will carry no weight with the members of the General Assembly, with the people of the state, or the university community. At a recent news conference, I felt it my duty not to comment further on the Speaker Ban Law until the commission has made its report. Let me emphasize that, in my best judgment, the study commission offers the surest and most direct solution to this problem.

At this same news conference I further said that I would, if necessary, call the legislature into an extra session, to consider the recommendations of this commission and, based on its findings, to give my own recommendations at that time. I intend to appoint to this commission North Carolinians of the very highest integrity who will command the respect and confidence of all our people.

I have always believed that reasonable men can reach a reasonable solution to any problem. I have called upon all North Carolinians of goodwill to cooperate with this commission in every way. May I express my gratitude to the members of the university faculty for their offer of cooperation made through your chancellor and your president. I have confidence in them and in you. I believe we all have the same objectives—to do what is best for North Carolina. It is important that we each realize the part which we are playing in the decision to be reached. We have a responsibility and allegiance to the university and to the people we serve. Above all, the university must not lose the confidence and the loyal support of the people of North Carolina.

In the midst of a controversy such as this we must recognize that all of us are fallible and have a tendency to blame almost everyone except ourselves. In ancient times men often sought to blame the gods or fate or destiny or whatever power was supposed to govern the universe. In this connection all of us might consider these words of Shakespeare: "The fault, dear Brutus, is not in our stars, but in ourselves."

I am confident that if all those concerned in the future development and greatness of this university and our other institutions of higher learning will approach the issues that have divided our people with humility and with tolerance, we will find a way out of this bitter controversy which will be consistent with the welfare of North Carolina and this great institution that we all love.

GOVERNOR'S AGRICULTURAL-INDUSTRIAL TOUR

WINSTON-SALEM

June 15, 1965

Addressing a group of people interested in North Carolina as a site for growth in both agriculture and industry, the governor referred to the state's motto—"Esse Quam Videri"—saying it was the guiding principle behind the tour. North Carolina did not just *seem* to be a good state, it *was* a good state in which to do business. Efforts were constantly being made to find new ways of telling the real story of North Carolina, and the tour was conceived as a way in which participants might catch the Tar Heel spirit. About 120 leaders in business and agriculture took part; the governor expressed the wish that out-of-state guests be given plenty of time to talk with North Carolinians and with people who had invested in the state.

Moore briefly discussed developments in agriculture, the growth of a large food industry, progress in livestock production, and processing of foodstuffs. Industrial development had been phenomenal, and an example was given of R. J. Reynolds who went to Winston in 1875 with a horse and $7,500; at the time of his death, assets of the Reynolds company were more than $100 million, and by 1965 they had grown to over $1 billion. Further examples were given of the Hanes Hosiery Division and the Western Electric plant which the tour participants had visited. The latter was cited as an example of a new breed of industry, the outgrowth of the space age. In conclusion, the governor said, "This is North Carolina—the proper blend of the old and the new, the proper blend of caution and audacity, the proper blend of people who know what they want and how to go after it." He promised that his office would be open to those who wished to see him, and he hoped he would be working with many of those hearing his remarks. [When the tour participants gathered in Raleigh the next Friday, June 18, the governor again addressed them, apologized for the rain they had had during the week, summarized the purpose of the tour, and thanked the visitors for their participation. He concluded by introducing congressmen, members of the Council of State, and other key governmental personnel who were present.]

SPRING CONVENTION OF NORTH CAROLINA ASSOCIATION OF BROADCASTERS

NAGS HEAD

June 16, 1965

[After thanking the broadcasters for their cooperation during his gubernatorial campaign, Moore expressed appreciation for the support given him during his first six months in office. He then proceeded to discuss the 1965 General Assembly, a legislature which had smiled with favor on most of the governor's program. Various legislative enactments were discussed in some detail.]

It is a privilege to meet with representatives of the broadcasting industry in North Carolina. This is my first opportunity to meet with many of you since the gubernatorial campaign, and I want to thank you for the outstanding, professional coverage you gave to that campaign. The quality of your reporting was excellent, and your unbiased treatment of the candidates reflected credit on your industry. The North Carolina Association of Broadcasters has made a fine record of public service programming, especially in public affairs and government.

I want to thank you also for the substantial contribution you have made to the first six months of my administration. Your radio and television coverage of the inaugural program was exceptional. These have been crucial months. We have had a change in administration and a new legislative session confronted with many challenging and difficult issues. It has been a time when close communication between the people and their government was vitally important.

It has been important for us to know what the people are thinking, and it has been important for the people to know the nature of the issues we have been dealing with. You, along with the other communications media, have done a commendable job of keeping the people informed. And the people, I can assure you, have done their usual enthusiastic job of keeping the governor and the members of the General Assembly informed.

I think it has been a good six months for North Carolina. The 1965 legislature has acted wisely and courageously. It has moved effectively against the major problems facing our state today. It has smoothed the way for the full development of many of the opportunities available to us.

In my opinion, the 1965 General Assembly has been one of the most progressive and outstanding in the legislative history of North Carolina. It has appropriated the largest biennial budget—more than $2.15 billion—in the history of the state. In terms of capital improvements, this General Assembly has approved $149 million for construction projects. This is made up of $39 million from the General Fund, $17.9 million from legislative bonds, $46.7 million from self-liquidating projects, $35 million from grants and gifts, and $10 million from special funds. Of this total amount, $73.7 million, or 49 percent, is for educational purposes.

Critics of the General Assembly have had their say about this session. Now let's permit the record of this assembly to speak for itself. The facts are most impressive.

The education of our children is the first responsibility of state government. I recommended a program that I felt would meet that responsibility. The General Assembly has approved that program. What will be the results?

Class sizes in the first three grades will be reduced by three pupils. Fees will no longer be charged for textbooks in our elementary schools. Salaries for teaching personnel will rise 10 percent during the biennium. Handicapped children will be benefited by the addition of eighty-five remedial teachers. The school lunchroom program will be expanded in order to eliminate the tragedy of hungry children in our classrooms.

The continued expansion of our community college program has been assured with substantial appropriations for capital construction, equipment, and operations, including new programs for training nurses and dental technicians. Several new industrial education centers were authorized. We can expect better management and use of these important educational institutions.

Current operation appropriations for higher education in the biennium are $109 million, an increase of $29.9 million, or almost

38 percent above estimated appropriation expenditures for the last biennium. Appropriations for new capital construction at our institutions of higher education total almost $35 million. Available federal funds will increase this amount to nearly $74 million. We are informed that this is all that can be wisely and economically spent during the next two years.

Other appropriations will provide substantial increases in library books, instructional equipment, new teachers, new counselors, and salaries for instructional personnel. Almost $400,000 is being provided for the purpose of upgrading and strengthening the new campus of the University of North Carolina at Charlotte.

North Carolina has become a research-minded state, and it recognizes the vital role of its university and college community in the research field. Evidence of this recognition is seen in the large appropriations for new research and research-related facilities on our campuses. The Research Triangle Foundation was given $750,000 to help provide the necessary land for the new Environmental Health Center at the Research Park.

Substantial funds have been made available for initiating or expanding research in more than a dozen fields—half of them relating directly to agriculture and the others to such diverse subjects as computer programming, minerals, highway safety, speech and hearing defects, marine fisheries, and zoology. Faculty research grants have also been made available, as well as funds for studying regional characteristics and potentials.

The health of our people has not been neglected. Four-year nursing schools have been established at the Greensboro and Charlotte campuses of the university, and a two-year nursing school has been established at Wilmington College. Steps have been taken to create a two-year medical school at East Carolina College.

Capital improvement appropriations of $4.3 million have been made available for the improvement and expansion of our mental institutions. Two million, seven hundred thousand dollars has been provided for the establishment of alcoholic rehabilitation centers. And $738,000 has been appropriated for construction of a mental health unit in the prison system.

Funds have also been made available for the support of day-care centers for the mentally retarded, for the operation of local mental health centers, for support of a very promising program to detect signs of possible future mental retardation in infants, and for general support in other physical and mental health areas.

Traffic safety is a primary concern of mine, and I am especially pleased that the General Assembly has matched my concern and recommendations with positive action. A North Carolina Highway Safety Authority, with the governor as chairman, will direct the total program. Driver education is a prime deterrent in the rising toll of highway tragedies. And I am pleased that the legislature has appropriated more than $4 million for support of the driver education program in North Carolina.

To supplement this education program, we will now have a Highway Safety Research Institute located at the University of North Carolina. We will have a simple, effective motor vehicle safety inspection that will reduce the number of mechanically dangerous vehicles on our highways. And we will, in the next two years, place 100 additional highway patrolmen on the highways to enforce our traffic laws. Outside rearview mirrors will be required on all new cars.

Realizing that North Carolina must have a modern highway system to meet its needs, the General Assembly has authorized a referendum on the issuance of $300 million in highway bonds. If approved, half of the money will be spent on the primary system, $75 million will go to secondary roads, and $75 million will be used on highways within municipalities. We will also reorganize the Highway Commission for greater efficiency and better results.

Because of the work of this legislature, implementation of court reforms will begin in 1966. By 1971 all courts below the superior court level will be replaced by a system of uniform district courts charging uniform costs and fees.

A significant step by the General Assembly was the enactment of legislation spelling out details of the so-called "Power Compromise."[73] This agreement between private power companies and our rural electric cooperatives establishes territorial rights in municipally-annexed areas. This is a tremendously important step forward. According to the *Electrical World*, national trade magazine, North Carolina "has led the way in bringing about a working relationship between investor-owned utilities and rural electric cooperatives . . . [and] already other states are eyeing the pattern of agreement and legislation adopted by North Carolina."

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[73] The act, among other things, prescribed rights and restrictions with regard to furnishing electric service within and outside municipalities, provided for the establishment of electric service areas by the Utilities Commission; provided for taxation of electric membership corporations; and also provided that electric membership corporations be subject to the jurisdiction of the Utilities Commission. *Session Laws, 1965*, c. 287.

The enactment of a Uniform Commercial Code[74] will strengthen our business community and make our state more attractive to prospective industrial investors.

The General Assembly has been generous in dealing with local governmental units. More than $1.4 million has been appropriated for public libraries. Public health departments will receive $4.2 million; mental health units, $2.1 million; county welfare departments, $31.5 million.

To meet a very serious problem of overcrowding in our juvenile correctional system, funds have been appropriated for the construction of an additional major facility. Substantial funds were also made available to facilitate expansion of the probation system.

To promote economic development, action has been taken to establish regional offices across the state to work with local officials and development groups in creating new and improved industrial potentials. A number of relatively modest appropriations will benefit our travel and recreation industry. These funds will be used for site development, construction and improvements to museums, lakes, historic sites, festivals, and parks.

In addition to the various agricultural research programs mentioned earlier, the General Assembly has looked to the needs of our farm people with appropriations that will substantially improve the operation of the Department of Agriculture, especially in the meat and poultry inspection program. The egg marketing inspection service, formerly supported by an inspection fee, will now be supported by the state.

The expansion of our port facilities at Morehead City and Wilmington will continue through the appropriation of almost $4.5 million for capital improvements.

A Governor's Coordinating Council on Aging was established by the General Assembly. This gives legal status to a vitally important agency and will enable us to meet more efficiently the needs of our increasing numbers of elder citizens.

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[74] Though the 1965 General Assembly ratified the Uniform Commercial Code bill on May 26, the law provided that the new code would not become effective until July 1, 1967. The act related to commercial transactions with regard to personal property and contracts and documents related thereto. *Session Laws, 1965*, c. 700.

In the general area of state government, the legislature and the Governor's Office have worked together to insure economic, efficient service to the people of North Carolina. We have established a State Planning Task Force to coordinate joint state-federal projects. We are strengthening our Personnel Department by combining it with the Merit System Council. A 10 percent pay increase for state employees will enable us to attract and keep competent, experienced personnel in state government.

I am pleased that the General Assembly has given overwhelming approval for my recommendation that a special commission be appointed to study the controversy arising over the Speaker Ban Law. Lieutenant Governor Robert Scott, Speaker of the House Patrick Taylor, and I expect to announce our appointments to this commission very soon. This commission will then hold public hearings so that everyone can be heard before a fair and impartial group, in a calm and judicial manner.

The findings of this commission will carry weight with the General Assembly, with the higher education community, and with the people of North Carolina. I am confident that this study commission offers the surest and most direct solution to a most complex problem.

These, of course, are not all the accomplishments of the 1965 General Assembly. There are many more that time will not permit me to review now. I do feel, however, that North Carolinians have reason to be proud of the progress that has been made in this session. Another impressive chapter has been added to the North Carolina tradition of good government.

I want to assure all of you that this tradition will be continued through the remainder of my administration. We will move ahead with all our programs as rapidly as possible.

We are building a great state. We are moving toward the better and more abundant life that can be ours. And we will reach that goal sooner than we think if we continue to work together. I pledge my total energy to the achievement of that end. And I am counting on your support and the support of every other North Carolinian.

SIXTY-FIFTH ANNUAL CONVENTION OF THE TOBACCO ASSOCIATION OF THE UNITED STATES AND THE TWENTY-FOURTH ANNUAL CONVENTION OF THE LEAF TOBACCO EXPORTERS ASSOCIATION

WHITE SULPHUR SPRINGS, WEST VIRGINIA

June 21, 1965

It was appropriate that Governor Moore address the two tobacco associations at their joint meeting held at the Greenbrier in White Sulphur Springs because he represented a state with a vested interest in tobacco. Statistics revealed the importance of the crop: of the cash receipts from farm marketings of about $1.2 billion a year, 50 percent of the income was from tobacco; about a tenth of North Carolina's population depended on tobacco for a livelihood, and the crop was grown in all but fourteen counties; tobacco warehouses totaled 218; manufacturing plants employed 40,000 who were paid $156 million annually; tobacco products were sold for about $3 billion a year; over 140 million pounds of tobacco was shipped through North Carolina ports, with the Morehead City facility having superb equipment for handling exports of tobacco. Plans for development and growth of the ports were outlined by Moore.

The governor discussed briefly the acreage-poundage system of production, saying that the system of production control was the best long-term answer to the tobacco problem. He praised the work of the Flue Cured Tobacco Cooperative Stabilization Corporation. Though controls were needed, the governor reiterated his belief in the free enterprise system. He opposed a pending bill in Congress (H.R. 8259) which would change some provisions relative to wages and labor of certain seasonal workers; the enactment of the bill, felt Governor Moore, would damage the tobacco industry. Tobacco people faced problems, but they also faced opportunities. Working cooperatively they could assure a bright future, and the speaker pledged his support in efforts being made to improve the position of the United States in world markets and to stabilize the industry.

GROUND-BREAKING FOR SOUTHEASTERN COMMUNITY COLLEGE

WHITEVILLE

June 29, 1965

[In 1963 the General Assembly adopted the recommendations of a 1961-appointed Commission on Education Beyond the High School. Included in the recommendations was the establishment of a network of community colleges to be located across North Carolina and to provide educational opportunities for girls and boys who were unable to go away to school. These colleges were to be jointly financed by state and local governments and were to provide vocational training as well as freshman and sophomore courses at the college level. Governor Moore spoke of the advantages of these institutions in general and of the Southeastern Community College in particular when he attended the ground-breaking ceremonies in June, 1965.]

It is good to be with you on an occasion such as this—an occasion that marks the beginning of a new community college for Columbus County and for North Carolina. I commend the many individuals who have had a part in the establishment of the institution we break ground for here today. Especially, I commend the people of this county who, in large numbers, have agreed to provide the local financial support needed.

Recognition, of course, goes to Representative Arthur Williamson,[75] who so generously donated the site for this institution. I know it is risky to single out individuals for praise at an event of this kind. There are so many who are deserving of thanks. Still we must acknowledge the help of such people as Senator Carl Meares,[76] who represents your district, and Representative James Green[77] of Bladen County, a member of your board of trustees. These people have been in a position to help, and they have made the most of that opportunity.

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[75] Arthur W. Williamson (1912-), farmer and fertilizer dealer from Chadbourn; educated, Wake Forest; member of numerous governmental boards in Columbus County; state senator, 1955, 1959; representative, 1961-1965, 1969. *North Carolina Manual, 1965*, 626; "1969 General Assembly," [16]; *Wake Forest Alumni*, 285.

[76] Carl Whitten Meares (1904-), farm supply merchant, tobacco warehouse operator, automobile dealer from Fair Bluff; educated, University of North Carolina, Chapel Hill; state senator, 1963-1965. *North Carolina Manual, 1965*, 543-544; *Alumni Directory, U.N.C.*, 607.

[77] James Collins Green (1921-), farmer and tobacco warehouse operator from Clarkton; educated, Washington and Lee; World War II veteran; state representative, 1961-1965. *North Carolina Manual, 1965*, 584-585.

The strong board of trustees you have chosen, the excellent faculty you are in the process of selecting, the enthusiasm of your county commissioners, and the interest of many other individuals and groups insure the success of this institution.

A community college is a comprehensive institution in that it serves the needs of education beyond the high school for a much broader range of the population than is true for the traditional institution of higher learning. It provides in its offerings the freshman and sophomore years of regular college work. It also provides terminal two-year programs in technical subjects. It serves the vocational training needs of people in public service, in industry, in agriculture, and in business. In addition, this type of institution provides a second chance for adults who need basic elementary and secondary education. It also provides noncredit educational opportunities for adults in the community—making them better citizens and enabling them to build richer lives for themselves.

This type of institution is also different from the traditional college because it is a commuting institution, designed to serve the specific needs of the people in this specific area.

It will serve Columbus County and portions of other surrounding counties that lie within commuting distance. A community college is not an embryonic four-year college. It is not an institution waiting for the day it can become a four-year college. It is a relatively new concept. It has a unique role to play, and its objective should be to serve this very important role in the best possible way.

In the statewide study that preceded the establishment of the system of community colleges, technical institutes, and industrial education centers, Dr. Horace Hamilton[78] of North Carolina State University investigated areas not now served by any college but with a sufficient population base and need to justify such an institution. The Columbus County area ranked second in priority among all the areas studied.

The 1960 census showed that 72,662 people lived, at that time, in this area. The college-age population between the ages of eighteen and twenty-one amounted to 3,879 people. Of this number, only 449 were attending colleges; this was less than 12 percent.

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[78] Charles Horace Hamilton (1901-   ), native of Texas, from Raleigh and Chapel Hill; A.B., Southern Methodist; M.S., Texas A. & M.; Ph.D., University of North Carolina, Chapel Hill; head, Department of Rural Sociology, North Carolina State, 1940-1960; William Neal Reynolds Distinguished Professor of Sociology since 1960; visiting professor, University of North Carolina at Chapel Hill since 1967. *Who's Who in the South and Southwest* (Chicago: Marquis—Who's Who, Tenth edition, [1967-1968], 396; *Who's Who in America*, Vol. 35, p. 933.

Dr. Hamilton also projected a high school graduating class in this area of 1,211 students this year. He projected a potential enrollment in your community college in the second year of operation for the freshman and sophomore programs alone of 606 students. If we can assume that students studying technical and vocational subjects will at least equal the number of students who will enter the college transfer program, the potential enrollment of this college will be over 1,200 students.

This number does not include all the many adults who can be served in basic elementary education, in making up high school subjects that they failed to complete because they dropped out of school, and those who will enroll in the many adult extension programs of a noncredit type.

As a concrete example of the need in this area for make-up work in basic adult education for people twenty-five years old and older, the 1960 census showed that in Columbus County alone there were 11,427 people who had not completed the eighth grade. And we do not have figures on those who dropped out before high school graduation. The number is undoubtedly large. These statistics amply demonstrate the need for educational opportunity in the area this institution will serve.

I see a bright future for the Southeastern Community College. It will raise the general educational level of the people of this area. In doing so, it will raise the income level as well. I understand it is already helping you in your efforts to attract new industry. It will improve the training of people who work in agriculture and business, as well as in the health occupations.

By raising the educational and cultural level of the people of this generation, it will serve to raise even higher the educational and cultural level of the next generation. It will do this because it is a demonstrated fact that the more education parents have, the more education they want their children to have.

I have said before and I would like to repeat that it is my strong conviction that a strong, well-supported system of community colleges, technical institutes, and industrial education centers can serve a most valuable role in developing the extremely valuable human resources of this state. My concern is that this system will be a strong system, built on a strong financial base, with institutions established where needs are greatest and where they will not duplicate the educational opportunities already available through private or public institutions.

I recognize the backlog of unmet educational needs that you have in this area of North Carolina. I also recognize the pressures that you are under to move quickly in order to meet these needs. At the same time I would caution you, as I have cautioned the rest of the state, to build this institution on the rock of sound fiscal and educational planning. Do not let urgency result in shoddy workmanship. The goal you are seeking, the goal we are all seeking, is much too important.

I see no cause for doubt about the future of this institution. I know the quality and the dedication of the people who have worked for its establishment. I know that the board of trustees is composed of individuals who have good judgment and who have the best interests of this region and its people at heart. I know that the staff you are employing is well qualified. I also know that the State Board of Education and the State Department of Community Colleges are just as anxious as I am for the sound development of this institution.

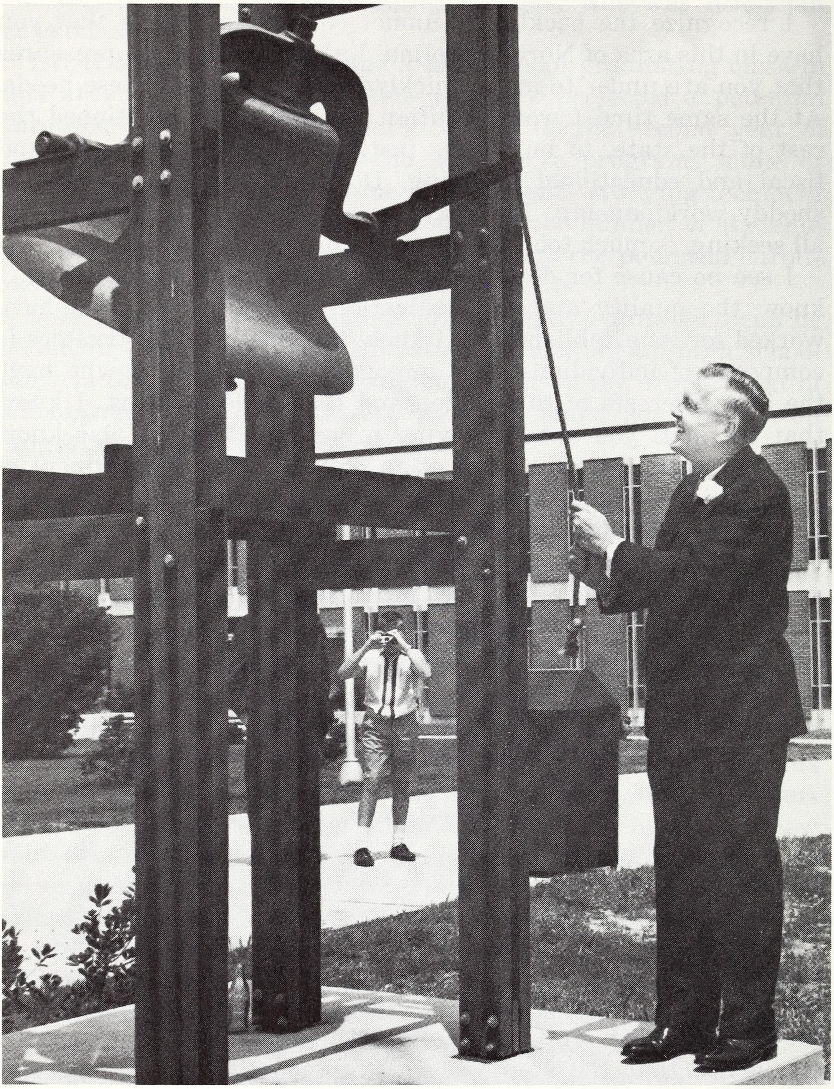
I extend to you my sincere congratulations and best wishes as you build this college to serve the present and future generation of this area of the greatest state in the nation.

CONVOCATION HONORING THE UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE

CHARLOTTE

July 1, 1965

After reviewing briefly the history and early struggles of Charlotte College, Governor Moore referred to the "exciting vision of this institution's future greatness as a full partner in the Consolidated University of North Carolina." He expressed confidence that the step was in keeping with the concepts of consolidation promulgated by Governor O. Max Gardner and the 1931 General Assembly. Moore then gave an outline of the history of the school since 1946, commending the citizens of the area for their strong support throughout the years. He also praised Dr. Bonnie Cone, the first president of Charlotte College, who had done so much to make the school what it was. The new



The governor attended the first convocation at the University of North Carolina at Charlotte, July 1, 1965. (Photograph from Dan K. Moore Photograph Album, courtesy of Governor Moore.)

campus would begin its first biennium with an appropriation of $3.2 million, would upgrade positions, acquire new books and other instructional materials, and would provide for a new degree program in nursing. Capital improvements would also strengthen the institution. Moore referred to the support given higher education by the 1965 General Assembly and his administration. He urged those in his audience to be "constructive in . . . criticisms and . . . work together . . . so that future generations will benefit from our stewardship."

ANNUAL CONVENTION OF NORTH CAROLINA BAR ASSOCIATION

ASHEVILLE

July 2, 1965

The 1965 General Assembly passed court reform legislation which Governor Moore called "the most far-reaching action affecting the legal profession taken by the legislature." He commended the North Carolina Courts Commission for its work and urged every lawyer to familiarize himself with the details of the changes to be made and work to insure the success of the new system. He also expressed hope that the members of the bar would derive maximum benefit from the Uniform Commercial Code, also passed in 1965. For the first time, thanks to this legislation, there was a single body of law governing commercial transactions in the state. The code would, said the governor, make possible more effective and more profitable operation in domestic and world markets than ever before. As he concluded his remarks, the speaker voiced the opinion that never in the history of North Carolina had there been greater opportunity for lawyers to serve, never before had they had so much responsibility.

TRAFFIC SAFETY AWARDS BANQUET OF JEFFERSON STANDARD BROADCASTING COMPANY

CHARLOTTE

August 6, 1965

The banquet at the Charlotte City Club was held to honor teen-agers of North Carolina and South Carolina who had shown their awareness of traffic safety problems by participating in the essay contest sponsored by WBTV. The governor commended the mass communications media for their interest in the problem of traffic safety. He reminded his young audience that the greatest threat to their well-being for the first half of their lives was accidents, that traffic accidents were the leading cause of death for persons under twenty-six years of age, that drivers under twenty made up 9 percent of the state's motorists but were involved in 16 percent of the accidents. The answer to their proneness to accidents could be attributed to their lack of information and experience and their undeveloped judgment. The first problem was being tackled through increased provision for driver education. The provisional drivers license law, which called for suspension of the license upon conviction of a second offense moving violation for drivers under eighteen and with sterner punishment for subsequent traffic convictions, was another tool being used in the fight. Through the cooperation of mass communications media, efforts were being made to present materials and guidance information which would bring reason to the safety messages being broadcast and printed. The governor ended with a call on every individual to work toward the goal of making young drivers safe drivers.

EIGHTEENTH ANNUAL CHRISTIAN EDUCATION CONVOCATION, SECOND EPISCOPAL DISTRICT, A.M.E. CHURCH

WINSTON-SALEM

August 10, 1965

Speaking at St. James A.M.E. Church in Winston-Salem, Governor Moore devoted his talk to the subject of race relations and progress which would result through mutual cooperation. Economically, North Carolina was productive; intellectually and culturally, the state could become preeminent in leadership. Moore mentioned North Carolina's stand for progress in human rights and economic affairs—two inseparable factors. School dropouts at a high rate, unemployment, out-migration could not be tolerated; the state had to educate its youth in order to prosper. In a democracy, the governor commented, the individual comes first; but in a free society, rights and privileges carry with them obligations and responsibilities. The "only limits to our realization of tomorrow are our doubts of today." The governor issued a call to all citizens to help realize the dreams for a better state, and he asked educators and employers to work with him in overcoming problems.

Feeling the real problem between the races was that of communication, Moore asked his audience to help improve the exchange of ideas among the Negro race, urging listeners to tell their children about the importance of education and about jobs that went unfilled because of lack of training. The speaker reminded his audience that all work was honorable and all positions were "places of trust and dignity, demanding excellence of performance, and providing immediate income and economic security for the future." It was important to remember that the job itself—whether surgeon or orderly, bank president or janitor—was not the major factor to consider. The chief executive mentioned his efforts to broaden the lines of communication between his office and the Negro and white communities of the state. He promised to appoint in the near future an enlarged and strengthened Good Neighbor Council with D. S. Coltrane,[79] head of the original council, continuing as chairman. After outlining the goals of the council, Moore called for support and cooperation of people of goodwill all over North Carolina: "Let us put forth our best effort in behalf of man's humanity to man, and in true Christian tradition, success will be ours."

GREENSBORO CHAMBER OF COMMERCE

GREENSBORO

August 19, 1965

[In his remarks to the Chamber of Commerce, the governor urged support of the $300 million highway bond issue to be voted on in November.

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[79] David Stanton Coltrane (1893-1968), state official from Raleigh; educated, Guilford College and North Carolina State; former assistant commissioner and later commissioner of agriculture; director of the Department of Administration, August, 1960-December, 1961; named chairman, North Carolina Good Neighbor Council, June, 1963. *North Carolina Manual, 1961*, 409-410; Patton, *Addresses of Hodges*, III, 647; Mitchell, *Addresses of Sanford*, 652-653, 743; *News and Observer*, November 1, 1968.

He commended the Greensboro and Guilford County people for progress they had made and urged them to continue their programs. He tied his observations concerning local progress with activities and plans of the Department of Conservation and Development.]

I am pleased to be here tonight to participate in the first of a projected series of Chamber of Commerce forums. I am confident that these forums will prove invaluable as a means of communication and as a medium for the exchange of ideas. I shall follow them with interest.

You have just heard my friend, Joe Hunt,[80] speak on a subject that is of tremendous importance to our state and to its economic growth.

Passage of the proposed $300 million bond issue is essential if North Carolina is to keep pace with urgent highway needs and continue to share in the surging prosperity that our nation is experiencing.

Without a modern system of highways, roads, and streets, industry and commerce will look elsewhere for new sites and opportunities. The General Assembly took due note of this when it approved our proposal for a referendum on the $300 million bond issue.

I should like to take this opportunity to thank the Guilford delegation—Senators L. P. McLendon, Jr.,[81] and Ed Kemp,[82] and Representatives Elton Edwards,[83] C. W. Phillips,[84] W. Marcus

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[80] Joseph Marvin Hunt, Jr. (1906-), businessman from Greensboro; educated, Duke; general insurance business; state representative, 1953-1961, speaker 1961; chairman, State Highway Commission, July 1, 1965, to February 7, 1969. *North Carolina Manual, 1967*, 499; news release of Governor Moore, July 1, 1965; *We the People of North Carolina*, XXVII, (March, 1969), 8.

[81] Lennox Polk McLendon, Jr. (1921-), lawyer from Greensboro; A.B., LL.B., University of North Carolina, Chapel Hill; World War II veteran; state senator, 1965-1967. *North Carolina Manual, 1967*, 576.

[82] Clarence Edward Kemp (1921-), businessman from High Point; graduate, High Point College; operator of advertising and public relations agency; veteran of World War II and Korean conflict; state representative, 1957-1961; state senator, 1965-1967. *North Carolina Manual, 1967*, 572-573.

[83] Elton Edwards (1923-), lawyer from Greensboro; A.B., LL.B., University of North Carolina, Chapel Hill; World War II veteran; state representative, 1965-1967; state senator, 1969. *North Carolina Manual, 1967*, 608-609; "1969 General Assembly," [13].

[84] Charles Wiley Phillips (1897-), educator from Greensboro; A.B., University of North Carolina, Chapel Hill; A.M., Columbia University; teacher and principal and later director of public relations, University of North Carolina, Greensboro; World War I veteran; state representative, 1965-1969. *North Carolina Manual, 1967*, 647-648; "1969 General Assembly," [17].

Short,[85] and Daniel P. Whitley, Jr.[86]—for its assistance in this and other legislative matters.

All North Carolinians should be grateful to the 1965 General Assembly for giving its strong support to the proposed bond issue. If the issue passes—and I have every confidence that it will—then all of our people stand to benefit. Modern highway transportation is essential to the total development of our state. Every county and municipality in North Carolina will feel the impact of this bond issue and will benefit from it.

I ask each of you, and every other voter in our state, to support the road bond referendum on November 2 and to work actively for its passage.

Important as they are, highways are only one part of our state's economy. To appreciate the magnitude and complexity of our society today, we need to visit such growing and dynamic communities as Greensboro. Your leadership in North Carolina is evident to even the casual visitor. Certainly the Chamber of Commerce has been a major force for constructive, forward-looking progress in Greensboro and Guilford County.

It is rewarding for me to look at Greensboro's scorecard and see your economy rising. Every fiscal barometer is on the upswing. Bank debits, sales, building, employment, air traffic, and population—all are rising.

I have followed in the press your efforts to develop a downtown governmental complex, to give all elements of government cohesion and continuity. I know of your plans for revitalizing your central business district. I am aware that you approved a $19 million bond issue to improve your water and sewer service and your streets. I also have watched with interest your industrial growth, and I am impressed with your joint Greensboro-Guilford campaign to attract new industry to the area by extending utility lines westward into the county to convert fallow land into prime industrial sites. I know, too, that this joint venture already has yielded dividends with Burlington Industries, the Weyerhaeuser Corporation, Dependable Machine Company, and the Pennington Company moving into this new area. Only today we dedicated the Guilford Industrial Institute, which is designed to train technicians and skilled workers needed by industry.

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[85] William Marcus Short (1930-   ), lawyer from Greensboro; B.S., LL.B., University of North Carolina, Chapel Hill; state representative, 1965-1969. *North Carolina Manual, 1967,* 656; "1969 General Assembly," [17].

[86] Daniel P. Whitley, Jr. (1918-   ), lawyer from High Point; A.B., LL.B., University of North Carolina, Chapel Hill; veteran of World War II and Korean conflict; state representative, 1965-1967. *North Carolina Manual, 1967,* 669.

Greensboro and Guilford County have pioneered in sound industrial development and commercial growth. This area learned long ago that industrial development is an important key to providing more job opportunities and a better way of life for all our people. A major goal of my administration is the creation of new local industries, the expansion of existing industries, and the location in North Carolina of new industries from out of state. The direct result will be a higher per capita income for all our people.

The 1965 General Assembly authorized me to appoint a completely new Board of Conservation and Development. I have been fortunate in obtaining the services of an outstanding board under the leadership of J. W. York[87] of Raleigh, as chairman. We were successful in persuading Dan Stewart,[88] one of the state's most experienced and able industrial developers, to accept the position as director of the department.

With such outstanding leadership, and with the experienced assistance of the career employees in the department, I am confident that the State Department of Conservation and Development will keep North Carolina in the forefront of modern industrial growth and development.

As governor, I am giving this program my full support and personal attention. I urge you as leaders of business, industry, commerce, and the professions to lend your talents and your know-how to increase our rate of development and to improve the scope and quality of our search for productive industrial prospects.

There is a definite need for a closer, more effective relationship between the Division of Commerce and Industry of the Department of Conservation and Development and all communities and counties in the state. As a means of making this relationship more effective, the Department of Conservation and Development will establish five regional offices across North Carolina in the near future.

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[87] James Wesley York (1912-), developer from Raleigh; graduate of North Carolina State; real estate counselor and developer of Cameron Village and York Industrial Center in Raleigh and Northgate Shopping Center in Durham. News release of Governor Moore of July 11, 1965.

[88] Dan E. Stewart (1903-), corporation executive from Raleigh; B.E., North Carolina State; associated with Carolina Power and Light Company in various capacities since 1925; elected vice-president, December 15, 1960; appointed director, North Carolina Department of Conservation and Development, July 23, 1965. *North Carolina Manual, 1967*, 497-498; news release of Governor Moore of July 23, 1965.

These regional offices will be staffed by experienced personnel who will work directly with chambers of commerce, industrial development groups, and county and municipal governments in the region to be served. We hope these regional offices will serve as two-way streets to enable the Department of Conservation and Development to stay in constant touch with every county in North Carolina.

We in North Carolina should be forever grateful for the fine leadership which our state has had down through the years. Those of us now in public office are simply trying to build upon the sound foundation developed by our forefathers. North Carolina has acquired its own character, tradition, and history through the struggle, sacrifice, courage, and hard work of men and women who met their own responsibilities.

We must never forget that all of us are the beneficiaries of the American system of free enterprise. Its incredible productivity and vitality have provided our state and nation with an ever improving standard of living. We must continue to encourage and strengthen free enterprise, whether local, state, or national. This requires more than lip service. Sound growth and expansion in business, industry, agriculture, commerce, utilities, transportation, and communications are essential to the total development of our state. Research, science, and technology are other vital components which must be encouraged.

As evidence of the fact that North Carolina is moving ahead, let us look at these statistics:

Capital expenditures for new and expanded plants soared to nearly $180 million through June of this year, as compared with a total of $153 million in the same period in 1964. This constitutes an increase of nearly 18 percent.

In addition, the work force in North Carolina during the first six months of the year rose by 17,082, or 43 percent over last year, and payrolls increased by $63 million, a rise of 45 percent over the first half of 1964.

Eighty-two plants announced their intention of locating in North Carolina, while 190 existing plants revealed expansion plans.

All of North Carolina has profited from our industry's spectacular growth. Our banks have expanded, our public schools and colleges have grown, more health facilities have come into being. Growth is accepted as the natural order in our state, but we must not become complacent about it.

Other states post a competitive threat to North Carolina's continued progress in attracting new industry. The competition is formidable, with neighboring states offering tax cuts, free land, and numerous other incentives. But this competition is not necessarily bad for us. It can serve as an incentive to make all of us work harder in our quest for new business and industry.

It should spur us to a greater effort to make our state more attractive to out-of-state industrialists and businessmen. North Carolina offers "the most of the best" as sites for new plants and businesses, and we must let them know this is so.

This nation is riding the crest of an economic boom never before experienced in its history. North Carolina has shared in this period of surging prosperity. As our population grows, we must expand our economy to meet the ever increasing needs of our people. We must commit ourselves to new efforts.

This is no time for apathy. This is a time for action. This is a time for all North Carolinians to unite on all levels—township, city, county, and state—to recognize the needs of industry and economic development and to meet those needs.

These requirements of industry are, for the most part, basic: a good and plentiful water supply, modern sewerage facilities, an adequate power source, a superior highway and road network, an excellent transportation system, land at a reasonable price, and, of course, fine schools and hospitals and good housing.

It is the responsibility of each community to be cognizant of these needs and to provide for them. Since everyone in a community—and throughout our state—ultimately profits from any new industry or business, everyone should contribute toward meeting this challenge.

Every North Carolinian has an excellent opportunity to do his part through such economic development organizations as the chambers of commerce over our state.

The years just ahead promise to bring unprecedented prosperity to our state. The extent with which North Carolina can reach into a plentiful future will depend largely upon the efforts that each citizen makes now. It is my hope that every man and woman in our state will share in this endeavor.

Working together we shall build a great and good community, representing the hopes, the dreams, and the aspirations of all our people. As governor of North Carolina, I know that I can count upon the support of all of you here in Greensboro and Guilford County.

MEETING ON USE OF EDUCATIONAL TELEVISION FOR INDUSTRY

RALEIGH

August 24, 1965

Speaking in Raleigh's Memorial Auditorium, Governor Moore said that "Television has carved itself out a permanent niche in the field of education." From a short statement on the role of educational television in general, Moore continued with a discussion of a plan worked out by James Webb,[89] vice-president of Cone Mills, and others whereby television was being used as a training medium for plant personnel. The proposals had been taken to the Division of Commerce and Industry of the Board of Conservation and Development, and a program, deemed "a sterling example of the fine spirit of cooperation that exists between industry, North Carolina state government, and the university," was developed. Through this program, qualified instructors could present programs in many plants simultaneously, workers would be away from their jobs only briefly, and the cost was held to a minimum. At the conclusion of the governor's remarks, a training film was shown so that those in the audience could evaluate it and determine its potential.

DEDICATION OF NORTH CAROLINA NATIONAL GUARD MILITARY CENTER

RALEIGH

August 27, 1965

Participating in the dedication of the new National Guard Military Center, the governor commended those who had made the structure possible. He paid particular tribute to officers and men of the National Guard, noting the long history of guardsmen in nation and state. In addition to service in war, the guard had helped maintain law and order at home and had assisted in time of natural disasters. The new building was called a "momument to these past accomplishments . . . [and] a monument to the readiness and determination of the North Carolina National Guard today." The members of the National Guard were citizen-soldiers ready to serve their country and their state, well trained and equipped, well organized, capable of meeting any emergency. To these officers and men the new building was dedicated; it would "remain as a permanent memorial to those who have given their lives and to those who stand ready to do so today."

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[89] James Webb (1904-), textile company executive from Greensboro; B.S., University of North Carolina, Chapel Hill; state senator, 1947-1949; officer of Eno Cotton Mills, 1927-1951; director of Cone Mills, 1947, and vice-president in charge of Eno and Tabardrey plants, 1951, and in charge of Proximity Plant, 1960. Information from office of Mr. Webb, May 8, 1969.

Several times during his administration, the governor had to call out the National Guard. Here he is shown at a happier time, on June 9, 1966, when he visited the encampment of the North Carolina National Guard which was on summer camp. (AP photograph.)

NORTH CAROLINA PUBLIC HEALTH ASSOCIATION

DURHAM

September 16, 1965

[Speaking at the banquet of the Public Health Association, the governor paid tribute to the role played by public health personnel in North Carolina. He referred to the provisions of the new Medicare program, to be administered by the State Board of Health, and called on those in attendance to "lead the cause of good health in . . . North Carolina."]

I appreciate this opportunity to speak to your association. This organization has served for many years as an outstanding forum in the broad field of public health. The leadership which the North Carolina Public Health Association has contributed to North Carolina is a matter of public record. I am confident that your organization will continue its vital interest, concern, and active support for the entire field of public health for all our people.

As governor of North Carolina, I am aware, of course, of the outstanding record which North Carolina and its 100 counties have made in public health. In fact, you have done your job so well down through the years that many of your services are taken for granted. Yet every time a baby is born, every time a meal is served in a restaurant, every time you drink a glass of water or milk from a public supply, public health services have been at work to assure safe and healthful conditions.

It is the purpose of my administration to improve the excellent programs administered by the State Board of Health and by all the state agencies, departments, and institutions involved in health. We are fortunate to have strong programs in the Medical Care Commission, the Department of Mental Health, the system of tuberculosis sanatoriums, the alcoholic rehabilitation program, the Commission for the Blind, and many others.

We also are grateful for the excellent cooperation which has existed between state, local, voluntary, and private health organizations and agencies. According to the 1960 census, 47,000 North Carolinians were employed in the health industry. A total of 21,000 of these held professional and technical positions. There is no doubt that this number is increasing rapidly because health care in North Carolina is increasing rapidly. It is estimated there was a 55 percent increase in the number of health workers in

North Carolina between 1950 and 1960.

Never before in the history of our state has there been a greater need for complete coordination of all our health services—state, local, voluntary, private practice, educational institutions, and all related fields of health care. This is easier said than done. There are at least forty health professions involved in providing health care for our people. Private practitioners of medicine, dentistry, nursing, veterinary medicine, and so forth, have a great responsibility which must never be overlooked. It will take teamwork of the highest order and unselfish cooperation to provide our people with the type of health care, health education, and health service which will be required in the months and years ahead.

We are fortunate to have excellent educational institutions in the health field, such as the University of North Carolina, Duke University, and the Bowman Gray School of Medicine at Wake Forest College. Preparations are now under way for a two-year medical school at East Carolina College. Nursing schools are growing in number and quality across the state. For example, four-year nursing schools have been established at the Greensboro and Charlotte campuses of the university, and a two-year nursing school has been approved for Wilmington College.

Good health care is a tremendous resource in North Carolina. If our state is an attractive and inviting place to live, we will attract more graduates in medicine and health care to remain in North Carolina. Good health care is a necessary factor for the proper economic development of any community, county, or region in North Carolina. Health care is a vital and necessary activity which must be supported by every community and every county. The state of North Carolina believes in supporting health care and health programs. Through the State Board of Health alone, more than $8.5 million was expended on health programs during the 1964-1965 fiscal year. An additional $7.5 million came from the counties to be expended on services to the state citizens.

Much of the money—nearly $3 million—which is channeled through the State Board of Health, goes for direct benefits to residents in the counties, being used for professional and clinical fees in the crippled children program, hospital care payments, polio vaccine, and other purposes.

Adding over $4 million from federal funds makes the total of expenditures for last fiscal year a little more than $16 million.

These funds were disbursed through the State Board of Health and the local health departments.

I have recently designated the State Board of Health as the official state agency to administer aspects of Title XVIII of Public Law 89-97, commonly referred to as "Medicare."

I am confident that our State Board of Health will administer this new responsibility as ably as this board has carried out its present heavy and important health responsibility.

The president of the board, Dr. Lenox D. Baker[90] of Durham, has evidenced his leadership in many fields. He has a commendable sense of the public needs and the manner in which this new federal health legislation can meet such needs. Dr. J. W. R. Norton's[91] outstanding leadership of the State Board of Health since 1948 is well known.

In administering "Medicare," the State Board of Health is specifically charged with three responsibilities:

1. The responsibility for certifying that providers of the services under this legislation, including hospitals, nursing homes, and home health programs meet established standards.
2. The board will be responsible for providing consultation and assistance in establishing "utilization review staff committees" in each institution to review both the quality of care and the length of stay of patients.
3. The state board will, as its final responsibility, provide consultation which will assist hospitals, nursing homes, and home health programs to participate in this federal program.

The "Medicare" program will become effective on July 1, 1966.

The coming months will necessitate much advance planning. To unite our efforts toward a common goal, I have directed the State Board of Health to be in consultation during these months with the related local, state, and federal agencies, voluntary health and health-related organizations, and with others who may be concerned.

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[90] Lenox Dial Baker, Sr. (1902-), orthopedist from Durham; M.D., Duke; orthopedic intern, Johns Hopkins; affiliated with Duke since year as surgical intern, 1934-1935; orthopedist, Duke Hospital, since 1937; professor since 1947; director and consultant of many agencies and author of scientific works. *Who's Who in America*, Vol. 34, p. 100.

[91] John William Roy Norton (1898-), from Raleigh; M.D., Vanderbilt University Medical School; M.P.H., Harvard School of Public Health; member of numerous committees, commissions, and related organizations in field of health; state health director and secretary-treasurer, State Board of Health, July, 1948, until December 31, 1965. *North Carolina Manual, 1965*, 482-484; information from office of Dr. Jacob Koomen, State Board of Health, April 25, 1969.

The field of health is so broad that it would be impossible to make reference to all its facets in this brief address. Surely the growing field of occupational health merits our attention as should water safety, accident prevention, air pollution, dental health, sanitary engineering, health education, and public nursing.

The more than a million dollars provided for the needs of crippled children offer further evidence of North Carolina's interest in the health needs of our people. The values of good nutrition; the need for accurate records of births, deaths, and marriages; and the various ways that available services are presented are other important services.

Public health departments, through the services of the State Board of Health and other official agencies, are meeting their share of the responsibility toward the mentally retarded. As one phase of North Carolina's program to meet this need under the overall statewide leadership of the Advisory Committee on Mental Retardation, these services are being made available to the approximately 140,000 North Carolinians who are mentally retarded. Our excellent state institutions caring for the mentally ill deal with the heavy basic load of providing training and custodial care.

Through the mental retardation program of the State Board of Health, diagnostic evaluation clinics are being held on a continuing basis in seven locations across the state.

Three of these clinics are in the three medical schools of our state. These clinics are serving many children and in addition put primary emphasis on the training of professional people to attend the mentally retarded.

The Bowman Gray facility has in addition to the training and clinical work an inpatient facility capable of caring for twenty-two patients. This facility focuses primarily on the training of professional people in the field.

Clinics are being held in other locations: one in Asheville which works closely with one at Western Carolina College in Cullowhee, and another at East Carolina College in Greenville which operates in cooperation with the county health department.

In addition to these clinic facilities, there are twenty counties in which state funds are being provided to conduct clinics for the child handicapped by mental retardation, speech and hearing difficulties, and other abnormalities. Children are filtered through these county facilities for the more specialized services in the larger centers.

All of the diagnostic evaluation clinics are supported completely by state money with the exception of the clinics at the University of North Carolina at Chapel Hill and Duke University. The twenty-county child health pediatric clinics are supported solely by state money.

North Carolina is receiving much research money from various sources to conduct health and health-related research. Important health projects include studies in fetal mortality, a testing program for PKU (phenylketonuria), and work in special maternity care grants.

The venereal diseases still present a very serious threat to the citizens of North Carolina. The rising trend in the reporting of early syphilis which we have witnessed since 1957 is even more apparent today, and it is a well-established fact that the actual cases occurring far outnumber the cases reported. The tragic consequences of venereal disease are resulting in all population groups, but it is particularly disturbing to see the alarming increase of syphilis in our teen-agers.

In spite of this grim picture, progress is being made in most areas of venereal disease control. North Carolina is carrying out a comprehensive statewide control program with special emphasis on the eradication of syphilis, but this is not enough. Our physicians in private practice must recognize the importance of reporting every case of syphilis so that all related infections can be traced and brought to treatment in the shortest possible time. Laboratories must report all reactive tests for syphilis so that health authorities may be assured that every known case of syphilis is under adequate medical supervision.

There is a serious lack of venereal disease education in our public and private schools. We must provide, on a continuing basis as a part of the curricula in our schools, effective venereal disease education for our young people.

In 1937 North Carolina became the first state to start a statewide birth control program through its county units in public health. This program has been continued and in the past three or four years has been greatly accelerated by the advent for women of new contraceptive devices which have shown themselves to be superior in the prevention of pregnancy.

The history of public health is essentially a success story. We have every right to be proud of it.

But today, partly as a result of our own success, the conditions have changed. As your leaders have said, the limits of public health are determined by the health needs of the public, the shape and size of the community, and the available medical knowledge and skills for meeting these needs. All three of these factors are changing dramatically from year to year and even from day to day.

The greatest change of all, of course, has taken place in the size and composition of the public we serve. The population is exploding toward five million before the end of the decade and will probably approach or surpass the staggering total of ten million in the next fifty years. It is changing in age composition, with a rapidly increasing proportion in the above-sixty-five bracket. It is becoming better educated and gradually raising its economic standards of living.

Moreover, the public is raising its levels of expectation in terms of health care. People read about the wonders of modern medicine. Naturally enough, they want their share. And they expect these marvels to be conveniently accessible when needed. All of these factors conspire to produce a greatly increased demand for health services of all kinds.

The challenge to the health professions is further complicated by the shift in priority of medical needs—from the communicable to the chronic illnesses, from acute, short-term care to long-term care.

In an age dominated by chronic disease and long-term illness, there must be a new meaning to "preventive medicine." Most of today's major causes of death and disability are not yet preventable in the traditional sense. But many are detectable in their early stages, thereby reducing complications and permitting early rehabilitative efforts. Prevention in this context becomes disability prevention—a far less costly operation than efforts at salvage operations.

One of the nation's greatest medical problems today is concentrated in the area of accidents. Accidents hospitalize two million people each year and cause eight million more to spend at least one day in bed. It costs the nation eighty-five million lost work days and twelve million lost school days each year. It is a hard fact of life that accidents are the leading killer of all Americans under thirty-five years of age.

Traffic accidents are a major cause of death and injury in North Carolina and the nation. To meet this terrible threat to life and property, the General Assembly of North Carolina adopted a far-reaching, broad-scale traffic safety program which I recommended in a special message this spring. I made highway accident prevention a major program in my administration because the people of North Carolina, and those charged with official responsibilities in this field, must take positive steps to reduce the mounting toll of death and injuries on our streets and highways.

I shall not dwell on the details of our action program, except to say that the North Carolina Traffic Safety Authority, the North Carolina Traffic Safety Council, and the Governor's Office have a common goal—effective action in every area of accident prevention. We can and we will reduce the terrible toll of highway accidents. To accomplish this goal, I need your personal support and active participation. Such far-reaching programs can never achieve results without the support of community leaders like you who understand the need for accident prevention.

The forward sweep of scientific knowledge in medical and related fields continues unabated. Our knowledge of prevention, of diagnosis, of treatment, and of rehabilitation mounts steadily.

At the same time, it is the responsibility of the public health officials of North Carolina and all those responsible for health care to work together in bringing the benefits of this new knowledge, new techniques, new facilities to all the people of North Carolina. It is not easy, of course, to narrow the gap between health knowledge and its application. Yet we must increase our effectiveness in health service, constantly seeking new and better ways in which to implement man's knowledge in the healing arts and health care.

I know that you who have dedicated your lives to the fine work of public health will be in the forefront of those who lead the cause of good health in the towns and counties of North Carolina.

DEDICATION OF COLLINS AND AIKMAN PLANT

FARMVILLE

October 4, 1965

Though Governor Moore participated in many dedication events during his term of office, the opening of a new Collins and Aikman plant at Farmville was particularly significant in that it showed what one rural community could do to bring industry to its area. The governor was "inspired by the industrial development that has occurred here since 1955." Five plants, representing an investment of $20 million, had established themselves in the Farmville vicinity. The success of the community began when six men obtained pledges to assure the availability of ten thousand dollars a year for three years for the establishment of the Farmville Economic Council. Tom Willis,[92] one of the top industry hunters from the Department of Conservation and Development, was enticed to return to his hometown to direct the council. As a consequence of the cooperative effort of those in the town, economic growth had been unparalleled. The governor gave credit to the Department of Conservation and Development for the overall industrial growth of North Carolina and to industries which had grown with the state. Collins and Aikman was one such business. Concluding his remarks, Moore dedicated "this facility here today to the future of Collins and Aikman, to the future of the town of Farmville, and the state of North Carolina. All—the company, the town, and the state—are seeking a bright and prosperous future. I am sure all will be successful."

GOVERNOR'S COMMITTEE FOR BETTER ROADS

RALEIGH

October 6, 1965

[Road needs were discussed in detail by the governor at this meeting held less than a month prior to the date set for a vote by the people on a $300 million bond issue. The voters gave overwhelming approval to the bond proposals on November 2.]

More than two years ago, I made a promise to you. I promised then that if I became your governor, I would work for more roads and better roads in North Carolina.

Of course, I was not the only one to see a need for such work.

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[92] Thomas Warren Willis, from Farmville; educated, Randolph Macon Military and B.S., Wake Forest; former assistant city manager of Raleigh and manager of Newton; on staff of Department of Conservation and Development prior to joining Farmville Economic Development Council in 1956; since 1964, director of Regional Development Institute of East Carolina University. *Wake Forest Alumni*, 286; *News and Observer*, August 24, 1969.

You agreed that improvement and expansion of our road system are important to our commerce and industry and agriculture.

You told me you wanted *safer* roads. You expressed concern over the many miles of unpaved roads that often become impassable every winter. And you asked me to help relieve the frustrating congestion that grows worse every day in our urban areas.

In the 1965 General Assembly your representatives and senators also recognized the need for more roads and better roads in North Carolina. By a vote of 168 to 2, they authorized a referendum on a $300 million bond issue to expand and upgrade our system of primary, urban, and secondary roads.

I am here now to ask you to approve this bond issue on November 2.

With your approval, we can have many of the new roads and road improvements we need. And we can have them without additional taxes. If we do *not* approve the bond program, the results will be tragic.

The State Highway Commission tells me our minimum road needs during the next seven years will cost *$1 billion, 150 million.* The engineers and researchers in the Highway Commission say we need to spend $617 million for construction of rural primary highways. They say we need to spend $260 million on our secondary roads. And they say we need to spend another $273 million to build *urban* highways.

These are somewhat staggering sums of money. But so are the problems we face. For example: There are 7,850 miles of paved roads that must be resurfaced to prevent them from breaking up under today's heavier traffic. Nine thousand miles of our paved roads are not wide enough. They have bad curves, poor alignment, and virtually no shoulders. Four hundred miles of major highways need to be completely relocated. Better access control and grade separations are needed. More than 1,100 miles of primary highways must be widened from two lanes to four lanes to reduce congestion and reduce accidents. There are 8,000 miles of dirt roads that need to be stabilized so that people can get out of the mud once and for all. And throughout the state, there are countless bridges that are both outdated and unsafe; bridges that must be strengthened, widened, and in some cases, replaced completely.

During the next seven years we will have less than $590 million in tax money to spend on roads. But remember that we need well over $1 BILLION. So you can see where we stand. *Without the bond program,* we can pay for only half the roads and road improvements we need.

The one-cent-per-gallon gasoline tax which has helped us pay for roads since 1949 can help pay for 77 percent of the roads and road improvements we must have. Our alternatives are to pay higher taxes—or try to get along with the funds we will have on hand.

I think I speak for everyone when I say that North Carolina does not want higher taxes. And I *don't* believe you want to delay for a decade what needs to be done now.

All right, let's suppose we try to meet our road needs from *existing* sources of revenue. During the next ten years, we could build only *half* the roads we need. And after doing without the roads we need for those ten years, we would *still* face the same problems we face today—and some additional ones.

There is another fact with which we must come to terms. The cost of building roads is going up every day. According to the National Bureau of Public Roads, highway construction costs have *increased 20 percent during the past ten years.* And it is reasonable to expect additional increases in the future. As a matter of fact, the increase in road-building costs during the next decade will probably be greater than the total amount of interest we would have to pay on bonds issued now. Any way you look at it, it just makes good sense to pay for the roads we need with our carefully planned bond program.

But good roads are more than a matter of money. We need good roads to save lives. Ask the people in the traffic safety division of the Department of Motor Vehicles; they will tell you that poor roads contributed to more than *four hundred fatal accidents* last year. Four hundred fatal accidents! Can *you* put a price tag on human life? I can't. With the support of the General Assembly, North Carolina is making a major effort to prevent the tragedy of highway death. Some of the best minds in our state are working on the problem. But their efforts, no matter how diligent, will be less than successful as long as poor roads contribute to more than four hundred fatal accidents every year.

It is no secret that exciting advancements have been made in transportation. Today a person can get on an airplane and fly to almost any place in this nation in half a day. I am sure my friends who live on those dirt roads down east and up in the mountains will be pleased to hear that. And my friends who get hung up in traffic jams and spend an hour crossing town will be glad to hear it, too. And so will everyone who has ever tried to take a *leisurely* Sunday drive.

I promise you we will do something about these needs if you approve the bond issue. We won't be able to do *everything*, but we can make great progress. After all, $300 million is a lot of money. Here is how we will spend it:

We will spend $150 million on our *primary* highway system. (That is where the heaviest traffic is.)

We will spend $75 million paving and improving our *secondary* roads.

We will spend the *other* $75 million on state highways that run through our cities. (This is where some of the worst congestion problems are.)

Exactly where this money is to be spent was spelled out by the General Assembly when the bond program was authorized:

The money for primary roads will be spent in each highway division, based on the number of miles of primary highways *in* that division.

The money for *secondary* roads will be spent in each county, based upon the number of miles of unpaved roads.

The money for urban roads will be spent in each of our more than four hundred cities and towns based upon population.

Let me make it perfectly clear that there will be no "crash" road-building program. The decisions will be made carefully. And the construction will be carried out just as carefully over a period of five years.

North Carolina must keep step with the dynamic growth of our economy. Modern highways and roads are a must for sound economic development.

We are changing from a farm and rural state to a state of industry and commerce and big cities.

Industry throughout the nation is talking about us. Thousands of people visited our state last year as tourists. And when they left, we were more than $1 billion richer. I want industry to *keep* talking about North Carolina and moving here. And I want the tourists to keep on visiting us. I think you want these things, too. Because *you* benefit from them. But unless we keep our highways up to date, it may stop. The industry may stop coming. The tourists may stop coming. And the benefits may stop.

I want our farm people to stop having to put up with muddy and dusty roads. And I want the congestion that stifles our primary and urban highways to end.

And I want our highways engineered and built *so they will never take another human life.* I think you want this, too. But we cannot have these things without your approval of the bond program.

Frankly, I cannot imagine a single person being against better roads in North Carolina. And I do not believe a single person wants to wait ten years or *one* year to start building them. I believe you agree with me that a bond issue that will provide most of our roads and road improvements *without additional* taxes is wise.

And I believe that on November 2 you will join me at the polls and demonstrate your agreement.

Remember—if you want better roads, vote for them. It's as simple as that.

ANNUAL CONVENTION OF NORTH CAROLINA TEXTILE MANUFACTURERS' ASSOCIATION, INC.

PINEHURST

October 7, 1965

[Governor Moore, in outlining threats to textile manufacturers should pending congressional legislation be enacted into law, referred specifically to section 14(b) of the Taft-Hartley Act and to HR 8282. The Johnson administration, which sponsored both bills, suffered major setbacks when passage was defeated. The Taft-Hartley amendment passed the House but was kept from going to a vote in the Senate by a late-session filibuster in 1966. In 1965 the administration had requested a broad revision in the unemployment compensation system. The overhaul in the thirty-one-year-old system as outlined in HR 8282 failed to win approval, and a watered-down version (HR 15119) was introduced. This bill was passed by the House but the federal standards had been eliminated, and restoration of the standards by the Senate meant the necessity of a conference. The House did not agree to a conference until October 12, 1966; an impasse resulted, and the bill died. *Congressional Quarterly Weekly Report*, XXIII (September 24, 1965), 1930; XXIV (October 21, 1966), 2559; XXV (January 6, 1967), 21.]

I am pleased to be here at the annual convention of the North

Carolina Textile Manufacturers' Association. Textile manufacturing has meant a great deal to our state through the years. It is today North Carolina's number one industry, and its future is as bright as can be. Times are great, opportunities are abundant, tomorrow promises to be better than today because of your research and modernization.

This sounds almost like an invitation to complacency. Unfortunately, it is not. Complacency at this period in our history is the one thing we in America cannot afford. There is almost as much danger today in complacency as there is in the atomic bomb. The world with all the good things free enterprise has provided for our people can be blown apart in a nuclear war. At the same time there is danger that the world, which our forefathers and ourselves have sacrificed to build, can be weakened, and destroyed from within by complacency.

I talked with many of you personally during my campaign to become governor of this great state. I talked with thousands of other people—with businessmen, with housewives, with farmers, and with teachers. By and large, all strongly supported our free enterprise system. They were conscious of the growth of government and were concerned that government was getting too involved in business. Free enterprise has been the hallmark of our growth and development in this country, and our people realized that our future is dependent on this system.

All of us have an obligation to this free enterprise system. We are what we are and where we are today largely because of this system. We all have had the opportunity to develop as we wished. The greatness of this country is a credit to free enterprise. If we are to preserve this nation and our free way of life we must protect and strengthen our system.

Unfortunately, free enterprise is not like a tree. You cannot just plant it, leave it alone, and watch it develop. Unlike the tree, free enterprise will not grow without active assistance. Just because it is good for the people, it does not have to go from one generation to the next. It will continue only, and I emphasize, only if we today do everything possible to protect, to defend, and to strengthen our free enterprise system.

It is in danger. The Asheville Sales and Marketing Executive Club has made "A Study of What Free Enterprise Means to Our Youth." One of the most damning conclusions of this study is: "Whether we want to admit it or not, danger is evident to our system." Obviously, various forms of propaganda have been making a mark on our students. Unfortunately, they are not getting an effective opportunity to study the real merits of our system, to compare it with other systems, and to know the unadulterated facts.

The study quotes from a report made by the Brookings Institute. The institute study said that students give little evidence of understanding the principles of private capitalism. In fact, they are often hostile to it. The results of a survey among high school students showed, among other things. that (1) 61 percent felt the profit incentive is not needed for the survival of our system, and (2) 82 percent said we have practically no competition in business.

The Brookings Institute concluded:

> Even making allowances for the misconceptions of youth, it must be admitted that the answers of such surveys reveal not only ignorance about private capitalism, but an unsympathetic attitude towards it and a bent towards collectivist thinking.

The Asheville Sales and Marketing Executive Club concluded from its survey that the business world, schools, and parents have not done an adequate job of informing the young people of our nation of the free enterprise system. It further stated that our teen-agers lean toward government control and that too few realize the law of supply and demand controls our economic system. The survey indicates that many of our businessmen also need a better understanding of the American economic system.

One of the recommendations of the Asheville Sales and Marketing Executive Club is:

> The business world also has a responsibility to improve its image, not only among its own employees, but also among the general public. Business firms should be encouraged to begin a program of enlightening their employees on how their business operates within the free enterprise system and the part that each employee plays in the overall system. Businesses and business associations should cooperate with school administrators in helping to formulate programs and courses in economics.

Perhaps if all of us had been more actively concerned with the strengthening and well-being of our free enterprise system in the past, we would not now be trying to prevent the federal government from taking actions which we believe will be detrimental to the overall good of our system. This year we have had two excellent examples of this encroachment by the federal establishment. I refer to the attempt to repeal section 14(b) of the Taft-Hartley Act and to provide for the federalization of state employment compensation systems.

I submitted a statement to the House Committee on Education and Labor in opposition to the repeal of section 14(b). My reasons for opposing any change in section 14(b) of the Taft-Hartley Act are, I believe, in harmony with the guarantees of the Constitution of the United States of America. I feel very strongly that we should protect the right of every American to work in the job of his choice without being required to join an organization of any kind or having to pay tribute of any kind as a condition of his employment.

No man is free if he is compelled under the law to join an organization to retain his job. It is subterfuge to claim that a man may obtain employment freely, when, under a union shop, he must join a union in order to keep his job. He might just as well be required to join an organization before he is given employment, because the end result is the same: he must pay tribute to the labor union in order to keep his job.

In North Carolina we have had a right-to-work law since 1947. It has served our people well. Under our law, any North Carolinian is free to join or not to join a union just as he is free to join or not to join a church, a fraternal or civic organization. This, we believe, is democratic.

I would like to read to you from section 1 of the North Carolina Right-to-Work Law:

> The right to live includes the right to work. The exercise of the right to work must be protected and maintained free from undue restraints and coercion. It is hereby declared to be the public policy of North Carolina that the right of persons to work shall not be denied or abridged on account of membership or non-membership in any labor union or labor organization or association.[93]

As I told our congressional delegation, North Carolina has prospered and is making rapid strides in industrial development. Under the Right-to-Work Law, no man is denied his democratic right to join the union. We want to preserve the right of every worker to join or not to join a union according to the dictates of his own will and conscience.

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[93] *Session Laws, 1947*, c. 328, s. 1; G.S. 95-78.

I want to emphasize that our congressional delegation supported this position. However, the repeal of section 14(b) was approved by the House. It is now in the Senate. I am hopeful that our senators, the Honorable Sam Ervin[94] and the Honorable Everett Jordan,[95] with the help of others, will be able to prevent the passage of this unnecessary and unwise legislation.

This year I also have asked the assistance of our congressional delegation in preventing the passage of HR 8282, which would provide for the federalization of the state unemployment compensation systems. I discussed this bill with Henry Kendall,[96] chairman of our Employment Security Commission, and with others here in our state. It was our opinion that it would be detrimental to the program in our state.

The North Carolina General Assembly, in session after session, has improved and strengthened our Employment Security Law in keeping with what it felt our own needs to be. The last General Assembly enacted many sound improvements in the law. In North Carolina today we have one of the most soundly financed programs in the nation, and we intend to keep it so.

The proposed federal legislation, if enacted, would force upon us the manner in which we would spend these funds and also would dictate to us the amount of unemployment insurance taxes which we must collect from the employers of North Carolina. Colonel Kendall testified in opposition to HR 8282 in the congressional hearings. It is my understanding that the committee is now studying these hearings and that nothing will be done until after the first of the year. It is my hope that nothing will be done then.

I feel that our free enterprise system is being damaged by such actions as the repeal of section 14(b) and the enactment of legislation such as HR 8282. I do agree that action by the federal establishment is necessary in areas where the states cannot adequately meet the needs of the people. The right to work and employment security are not such areas, however.

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[94] Sam J. Ervin, Jr. (1896-), lawyer and judge, senator, from Washington; A.B., University of North Carolina, Chapel Hill; LL.B., Harvard; World War I veteran; state representative, 1923, 1925, 1931; judge, superior court, 1937-1943; representative in Congress, 1946-1947; associate justice, state supreme court, 1948-1954; United States senator since June 11, 1954. *North Carolina Manual, 1967*, 533-534.

[95] B. Everett Jordan (1896-), textile official and senator from Saxapahaw; educated, Trinity College; World War I veteran; organizer of Sellers Manufacturing Company; official in other textile companies; chairman, North Carolina Democratic Executive Committee, 1949-1954; Democratic national committeeman from North Carolina, 1954-1958; United States senator since April 19, 1958; *North Carolina Manual, 1967*, 534, 536.

[96] Henry E. Kendall (1905-), native of Shelby; B.S. in civil engineering, North Carolina State; World War II veteran; chairman, Employment Security Commission since 1946. *North Carolina Manual, 1967*, 498-499.

I do believe that the federal government has the responsibility to assure American manufacturers equal opportunities with foreign manufacturers and with consumers in this country and abroad. The two-price cotton system which the textile producers have wrestled with through the years is a case in point.

Cooperation of all segments of the textile industry has played a major role in making textiles North Carolina's number one industry. This cooperation has existed all the way from the cotton producers to the manufacturers and, ultimately, to the consumers. Our cotton farmers must produce a fiber that you, the manufacturer, can use to compete in the world today.

I am told that some of our cotton in the Southeast has not compared favorably with cotton produced elsewhere. Through research and by working closely with you manufacturers, however, I understand there are now cotton varieties adaptable to North Carolina and the Southeast that produce a fiber that will compare favorably with any.

Of course, this progress does not benefit you or our farmers if foreign manufacturers can come into this country, buy cotton cheaper than you can, and then, in turn, flood our markets with their products. Certainly the American or any other manufacturer cannot compete with such unfair odds. But given equal opportunities Americans can outproduce, outmarket any manufacturers in the world and still give a saving to the consumers.

Fortunately, the Eighty-eighth Congress, led by members from North Carolina, took action to eliminate some of the unfairness of the two-price system. I feel very strongly that all of us here in North Carolina owe a debt of gratitude to our congressmen and our senators for their efforts to bring about one-price cotton. This bill has meant a great deal to the welfare and happiness of the people in the cotton industry, including producers, manufacturers, and the workers in our cotton mills. Since its passage, there have been three raises in wages for cotton workers and increased consumption of cotton products, and the industry has spent a billion dollars in expanding operations.

The battle for freer competition goes on, however. In Washington yesterday, House and Senate conferees came to agreement on the Omnibus Farm Bill. Included in that bill were provisions to continue the one-price cotton program through 1969. Change was made in the method of payment of the differential between the price of world and domestic cotton. Payment will be made to the cotton producer rather than to the textile manufacturer.

I understand that Congressman Cooley,[97] chairman of the House Agriculture Committee, is planning to bring this bill to the floor today and that he is optimistic it will be adopted. Certainly if we can judge by past accomplishments of our congressional delegation in this area, it will be enacted.

The action by Congress to eliminate the two-price cotton system has been a big help to the textile manufacturers of North Carolina and the rest of the United States, but it does not solve all the problems. There is still room for constructive assistance by the federal government.

The president is cognizant of the need for federal action to solve some of the problems confronting the textile industry. One point of his program called for a conference of the principal textile importing and exporting companies to seek an international understanding to provide a basis for trade that would avoid undue disruption of established industries.

No conference has yet been held. Apparently some nations are unwilling even to discuss the matter. Textile fabrics and products manufactured from man-made fibers, woolens, and silk continue to enter the U.S. markets freely and undisruptedly to the disadvantage of domestics making such fabrics.

The increased importation of textile items containing man-made fibers or wool could impair the ability of the cotton textile industry to compete with synthetic fiber textiles. This would thwart one of the main purposes of the one-price cotton. The imposition of effective import controls on all textiles is essential to the stability of the textile industry. The southern governors meeting at Sea Island, Georgia, last month discussed the effect of imports on our domestic textile industry at length and agreed that this was one area where the federal government could be a great help. In a formal resolution, forwarded to the president and others, the southern governors asked the federal government to take action in this area.

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[97] Harold Dunbar Cooley (1897-), lawyer from Nashville, educated, University of North Carolina, Chapel Hill, and Yale University Law School; elected to United States House of Representatives July 7, 1934, and reelected to each succeeding Congress until election of November 8, 1966. *North Carolina Manual, 1965*, 509; *1967*, 319.

We urged the executive branch to secure international agreements covering all textiles, including cotton, man-made fibers, wool and silk, and apparel in such a manner as to avoid disruptive increases in the U.S. textile imports. We further urged the maintenance of existing U.S. textile tariffs so as to minimize future price disruption of American markets by low-wage imports.

I am hopeful that the president will take immediate action in this area. The textile industry is important, not only to North Carolina, but to the nation. I believe it will grow and prosper as our state and nation grows and prospers, if it can be guaranteed fair competition with competitors throughout the world and if our free enterprise system is not crippled by unnecessary controls.

This is the time for all of us to become more active in government. We have an obligation not only to ourselves but to future generations to know what is happening and to do something about it.

The textile industry is the number one industry in North Carolina. It employs more North Carolinians than any other industry. Its payroll is our largest, and it is one of the state's greatest sources of tax revenue. The textile industry has been responsible for much of the progress North Carolina has made through the years. Today, with North Carolina's potentials greater than ever before, the opportunities for you in the textile industry are greater than ever before in its history.

We are trying to make our state the best state in the union. We want our educational system and our highway system to be second to none in the nation. To accomplish the programs needed, if our state is to realize its full potential, I need your help both as individuals and as representatives of North Carolina's greatest single industry. Help us keep our state growing and prosperous!

DIRECTORS OF NATIONAL RETAIL FURNITURE ASSOCIATION

RALEIGH

October 15, 1965

Directors of the National Retail Furniture Association attending the meeting at the Velvet Cloak Inn in Raleigh represented 8,500 stores in fifty states, stores which distributed some 85 percent of all home furnishings handled by independent retail stores. Retail sales volume represented by the organization was an impressive $4.5 billion. Governor Moore said that the growth of the furniture industry was planned, aided by a business climate which had been cultivated through hard work, ability, and cooperation between labor and management and between state and local governments. The furniture manufacturing industry—North Carolina's third largest—was exceeded only by textiles and tobacco. Furniture products were manufactured in the state by some four hundred firms which, as of July, 1965, employed 50,600 workers. Three of the five largest producers of furniture in the nation—Drexel, Broyhill, and Thomasville—had headquarters in North Carolina. The other two, Kroehler and Bassett, had some operations in the Tar Heel State. At North Carolina State University, the School of Engineering's Furniture Manufacturing and Management Department trained people to help fill the needs of management in the fields of production and design. The Research Triangle was cited as further evidence of the progressive business outlook of North Carolina. Governor Moore closed with a reference to the bright future of the furniture industry in the state and with an invitation to the participants in the association to visit North Carolina again.

FELLOWSHIP DINNER OF NORTH CAROLINA STATE GRANGE

RALEIGH

October 21, 1965

[Speaking at Raleigh's Sir Walter Hotel, Governor Moore addressed members of the North Carolina State Grange. He stressed the need for diversification in the field of agriculture, pointing out specific areas in which expansion was needed.]

In the last ten years North Carolina has experienced tremendous economic growth. Cash receipts from the various segments of our economy have doubled. In agriculture total farm sales brought Tar Heel farmers $733 million in 1954. Last year our farm sales totaled over $1.4 billion. In industry about $2.2 billion in value was added to raw materials by manufacturing in North Carolina in 1954. By 1963 this had increased to more than $4.6 billion.

Of course, these things have meant more profits for our citizens—even with the increased costs we have had to pay. North Carolinians have been able to relax more and to travel more. They have helped to increase receipts from travel and recreation from $760 million in 1958 to $1.1 billion in 1964.

This progress has meant more to our citizens than just dollars and cents. It has meant new homes, churches, and hospitals. It has meant a better system of education, better roads, and more and better job opportunities. It has meant a better way of life for North Carolinians.

This progress did not just happen in North Carolina. It took a lot of foresight, a lot of planning, and a lot of hard work by dedicated people and organizations such as the Grange. Your present master of the State Grange, Mrs. Harry Caldwell,[98] typifies the North Carolinian who has made things happen in our state in recent years.

Tonight I could cite Mrs. Caldwell's many contributions to the betterment of agriculture in our state and to the improvement of our rural communities. I should like to pay special tribute to Mrs. Caldwell, however, for the part she played in the settlement of a long-standing disagreement between the private power companies and the electric cooperatives.

I brought representatives of the power companies and the cooperatives together to discuss their differences soon after I was elected governor. We had made some progress but the going had been slow. Then Mrs. Caldwell wrote an editorial in your magazine pointing out that reasonable men should find solutions to problems around the conference table. I read her editorial at a meeting of the representatives. From that point, we steadily made progress, and a settlement was reached.

This settlement was in the best interest of the parties concerned but, much more significantly, it was in the best interest of this state and its future. The General Assembly realized this and enacted into law the recommendations made by the representatives of the power companies and the electric cooperatives. All who had part in the deliberations are to be commended. On behalf of all North Carolina, I thank Mrs. Caldwell for her editorial which provided the impetus for the agreement.

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[98] Margaret Virginia Hood Caldwell (Mrs. Harry B.), from Greensboro; educated, East Carolina and the University of North Carolina, Greensboro; active in State Grange since 1930, holding positions of significance in that organization and serving as master of the State Grange from 1946 to 1947, the only woman to hold the position; later served as public relations director. Powell, *North Carolina Lives*, 206.

The outstanding and dedicated work of people like Mrs. Caldwell has brought to North Carolina its tremendous progress in recent years. We are all proud of what has been accomplished, but we cannot now sit back and rest. The seed for a better North Carolina have been planted, and they are growing, but we cannot lay by the crop just yet. There is much, much work to be done before the harvest.

Through the years, the North Carolina Grange has been interested in education, and it has constantly been on the side of improvements for our educational system. Progress in this area is evident. Teachers' salaries have been raised, the classroom load has been reduced, better school plants have been constructed. In spite of all our efforts, however, the goal we seek has not been reached. We cannot stop until our educational system—both in our public schools and in our colleges—is second to none.

Our young people in this day and age need all of the education they can get to develop their abilities to the fullest. The dropout problem in North Carolina is crucial. We must keep our children in school and then see that they have the opportunity to go on to college and develop themselves further. Our vocational schools must be expanded to meet the needs of our young people. Their future and the future of our state demand it.

To you and to other North Carolinians who have done so much to improve our educational system, I give my appreciation; however, the job is not finished. It is a long way from being completed. Much more work, much more effort must go into our educational system. I know I can count on your support.

Of course, there is a price tag to this education. Nothing worthwhile is ever free. Our taxes are already high enough and they should not be increased; we have our needs, and we want to meet them without additional taxes. They can be met if we expand and develop our industrial programs, if we increase our cash receipts from our agriculture, and if we develop our full economic potential.

Historically, North Carolina's agricultural economy has been dependent upon tobacco, cotton, and peanuts. These crops are important and they will continue to be, but neither our farmers nor our state can afford to depend entirely on these crops any longer. We must diversify our agricultural economy, especially into animal production, if we as a people are to reach our full potential.

We have been making strides forward in diversifying our agriculture in recent years. For instance, farm income from poultry in 1954 was $109 million. Last year it had increased to $203 million. Today we have one plant in North Carolina that processes one million broilers a week. In 1954 farm income from dairying totaled $43 million. In 1964 it totaled $68.8 million. The value added by processing of milk products increased from $51 million in 1954 to $113 million in 1960. Farm income from the production of red meat for market increased from $70 million in 1954 to $145 million in 1964.

Yes, we have made progress in the diversification of our agriculture, but there are many, many opportunities for further progress. The production of food and the processing of our products can mean good paying jobs for thousands of North Carolinians. Food processing in North Carolina is a definite challenge today. John Erichson,[99] manager of the Gerber plant in Asheville noted many opportunities in this field in a speech at a recent meeting here in Raleigh.

For instance, we produce about 5.5 million turkeys yearly and rank seventh in the United States, but we have only one turkey processing plant between Monroe and New Bern. There are over ten million hens in the Charlotte area, producing two million cases of eggs a year. Some 200,000 cases, or about 10 percent, would be available for breaking-out operations[100] or pasteurization, if the facilities were available.

There is already a tremendous pickle industry in our state. There are about 25,000 acres of cucumbers grown here. North Carolina is first in cucumber acreage in the United States but only third in production of pickles. Obviously, there is opportunity in this area.

We produce about 23,000 acres of sweet potatoes, and we have the highest yield per acre in the United States. We have around

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[99] John W. Erichson (1916-), from Asheville; A.B., University of California at Berkeley; World War II veteran; joined Gerber Products Company in Oakland, California, in 1946; transferred to Asheville in 1958 as plant manager of the Asheville installation. Information from office of Mr. Erichson, June 2, 1969.

[100] A process in which eggs are broken, the whites and yolks mixed thoroughly and then frozen in tins; the frozen product is sold to institutions, bakeries, and other large users of whole eggs.

14,000 acres of snap beans. Three million bushels of peaches are grown on 7,000 acres of land. We need freezing and canning facilities for these and other crops.

There are 3,500 acres of blueberries being grown in the Wilmington region yearly, and growers are increasing this acreage regularly. At present, their market is somewhat limited to selling fresh and frozen berries.

Two-thirds of the Irish potatoes in North Carolina are grown on 20,000 acres of land in the eastern part of the State. We need more for use by packaging concerns for potato chips and french fried potatoes.

In 1964 North Carolinians consumed 327 million pounds more beef than was produced in our state and 158 million pounds more pork. This red meat deficit amounted to $162 million dollars out of our pockets.

To help the development of our agricultural program throughout North Carolina and to help with our industrialization, we need a better system of highways. I am speaking of primary roads, of secondary roads, and of the highways within our municipalities.

On November 2 we will go to the polls and vote on a $300 million road bond issue. This bond issue was overwhelmingly approved by the 1965 General Assembly because the legislators saw the needs for road construction and road improvement in every area of North Carolina.

The legislation as approved by this General Assembly provides for funds to meet our crucial road needs in North Carolina without increasing taxes. The one-cent-per-gallon gas tax which has helped us pay for roads since 1949 can pay for this bond issue. We can meet the needs without increasing taxes.

In the bill passed by the General Assembly, the allocation of funds to every county and every municipality was spelled out. The money for primary roads will be spent in each highway division based on the number of miles of primary highways in that division. The money for urban roads will be spent in each of our more than four hundred cities and towns based upon population. The money for secondary roads will be spent in each county based upon the number of miles of unpaved roads.

Of the $300 million, $150 million would be allocated to the rural primary system of state highways. Another $75 million would be allocated to the urban system of state highways. And $75 million would be allocated to the rural secondary system of state highways.

This road bond issue is the key to the future total development of North Carolina. With the roads that this bond issue will provide across our state, we will be better equipped to realize our agricultural and industrial potentials. We will be able to expand our tourist and recreation industries. We will be able to strengthen the economy of our state, to provide the necessary education, the necessary health facilities, and the many other necessary state programs.

I appreciate what Mrs. Caldwell and other members of the Grange have done for North Carolina in the past. I ask you to join with me in supporting this $300 million road bond issue, which will help provide North Carolina with roads to progress. As responsible North Carolinians, interested in the total development of your communities and your state, I know I can count on your support and your vote on November 2.

ANNUAL MEETING OF NORTH CAROLINA CONFERENCE OF SUPERIOR COURT JUDGES

CHAPEL HILL

October 22, 1965

Additional burdens were to be found in the midst of great, rapid change and progress, according to Governor Moore in his address to the superior court judges. Appointment of counsel for indigent litigants, increased work loads, and new problems were matters of concern. Moore discussed briefly the court improvement system which would, he felt, help meet these challenges. The heavy burden on the supreme court was a problem left unsolved by the court improvement bill adopted in 1965; provision was made, however, for submission of a constitutional amendment to be voted on by the people. The amendment would be permissive, allowing the legislature to determine the composition of and other details concerning an intermediate court of appeals. Moore expressed confidence that such a court would expedite appeal hearings and would be beneficial in efforts to strengthen the system of law enforcement in the state. He would cooperate, but the governor stated that he was a firm believer in the separation of the three branches of government, that he would "not overstep the bounds the law places upon my authority." The speaker promised to give full consideration to the recommendations of the judges when he had before him such matters as pardons or commutations. Moore emphasized his belief that "the rule of law will guide us through this uneasy time to more and greater accomplishments."

DINNER OF TRYON PALACE COMMISSION

NEW BERN

November 4, 1965

Governor Moore, during 1965, participated in several events related to the state's history. In April he spoke at ceremonies held at the Historic Gaol as part of the Halifax Day Program, and in August he spoke at the dedication of the Fort Fisher Visitor Center-Museum. In November he addressed members of the Tryon Palace Commission, pointing out North Carolina's deficiency in making known her history, in recording her history, and in preserving her landmarks and records. Many North Carolinians, including Mrs. J. E. Latham[101] of Greensboro, saw the need for change; Mrs. Latham envisioned a restoration of Tryon Palace and gave time, thought, and resources to the project. The complete restoration was financed almost completely by the Tryon Palace Commission, which contributed approximately 84 percent while the state paid about 16 percent of the total cost. During the period that Mrs. Latham served as chairman of the commission, research was conducted and construction was begun.

The governor mentioned the thirteen state-supported historic sites and the fact that the state gave aid and technical assistance to other sites. The program, which served to teach history, also attracted tourists. Moore felt that sites should be authentic, of wide historical importance, part of a statewide plan, and practical for development and maintenance. North Carolina's proud and rich heritage should not be forgotten, and the governor concluded, "We must make our history a living part of the continuing North Carolina scene, to the end that past accomplishments inspire us to seek and attain even greater achievements."

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[101] Maude Moore Latham (Mrs. James Edwin) (1871-1951), from New Bern; educated, Hunter College; donor of two substantial trust funds, antique furnishings valued at $125,000, and residue of an estate valued at the time of her death at $1.16 million for restoration of Tryon Palace in New Bern; first chairman of Tryon Palace Commission. Gertrude S. Carraway to Memory F. Mitchell, May 3, 1969; David Leroy Corbitt (ed.), *Public Addresses, Letters, and Papers of William Kerr Scott, Governor of North Carolina, 1949-1953* (Raleigh: Council of State, State of North Carolina, 1957), 529-530, hereinafter cited as Corbitt, *Addresses of Scott; Twenty-eighth Biennial Report of the North Carolina Department of Archives and History, July 1, 1958, to June 30, 1960* (Raleigh: North Carolina Department of Archives and History, 1960), 79-80.

GOVERNOR'S RETAIL FOOD INDUSTRY AWARDS DINNER

RALEIGH

November 23, 1965

Governor Moore was to take part several times during his term of office in the retail food industry awards dinners; at the 1965 meeting he stressed the fact that opportunities abounded. Within the past twenty-five years, the value of food processed in North Carolina had increased from an estimated $69 million to $650 million yearly. Moore promised direction from state agencies, adding that the 1965 General Assembly had appropriated funds for the extension of agricultural services, including research on food commodities. He thanked all those who participated in the effort to promote North Carolina food products. Winners of the 1965 awards were Tip Top Foods, Inc., of Raleigh, the single-unit operation (a retail organization with five or fewer stores), and Colonial Stores, Inc., the multiunit operation (a retail organization with over five stores).

THE NORTH CAROLINA GOOD NEIGHBOR COUNCIL

RALEIGH

November 30, 1965

[The North Carolina Good Neighbor Council was first suggested by Governor Terry Sanford in a speech to the Methodist Men of Gastonia District on September 13, 1962. The idea developed into reality, and on January 18, 1963, the establishment of the Good Neighbor Council was announced in a statement issued by Sanford and read to a meeting of the

North Carolina Press Association. The 1967 General Assembly made the North Carolina Good Neighbor Council a statutory body. The statute provided for a chairman, a vice-chairman, and eighteen members; the council was to operate as part of the Department of Administration. See *Session Laws, 1967*, c. 992.

The bombings of private homes, referred to by the governor in this speech, had occurred on November 22. Later that day Moore had issued a statement condemning the "cowardly action" and promising to do all possible to see that the terrorists would be apprehended and prosecuted. In his release, the governor had said, "The acts of those who use the cloak of darkness to terrorize our fellow citizens will not be tolerated in this state. . . . Law and order will be maintained in North Carolina."]

I am pleased to join the members of the new, expanded North Carolina Good Neighbor Council for this meeting. This is your first meeting and my first opportunity to thank you personally for accepting your appointments. I appreciate the willingness of each of you to give your time and energy to the important task ahead of you.

It is a great responsibility that you have accepted. Any success you achieve is important to the future of North Carolina. Your success can contribute tremendously to the further economic growth and development of our state. Your efforts can have great bearing on our hope for the total development of North Carolina.

Great opportunities for development lie ahead of us. We have those great opportunities because we have great resources, both human and natural. Wise use and development of those resources are essential to the total development of North Carolina.

Additional development of our human resources is what we are concerned with today. This, in a word, was a major aim of mine in establishing the new Good Neighbor Council. This is the end objective of you who are on the council. This is the end objective I have asked you to help our state reach for the good of all North Carolinians.

Only in a climate of good human relations will we be able to achieve this objective.

In my legislative message to the General Assembly on February 4, 1965, I stated:

> Continued progress in human relations is essential. Substantial progress has been made in recent years. . . .
>
> I believe and sincerely hope that we in North Carolina have come to a time of calm and sensible reappraisal in this area. North Carolinians generally have become more rational and more tolerant of the views of others, and they have a better understanding of the reasons for these views.

A time of reappraisal, however, is not a time for complacency. The problems have not passed. They will require our constant and sincere attention in the days ahead.

I told the legislature I was reviewing the role that state government was playing in this area through such agencies as the Good Neighbor Council. My review convinced me that much of our progress in human relations has resulted from the dedicated efforts of the council, with the help of local organizations and individuals.

I concluded first that the state should continue to have a leading role in the area of human relations. My study led me to believe, however, that we should broaden the scope of aims and objectives of the council. I thought that in keeping with an expanded program, the council should be enlarged. Both of these things have been done.

Let me review the purposes and objectives which I have asked you to work for:

1. To study problems in the area of human relations
2. To provide equality of opportunity for all citizens
3. To promote understanding, respect, and goodwill among all citizens
4. To provide channels of communication
5. To encourage employment of qualified people without regard to race
6. To encourage youth to be better trained and qualified for employment
7. To enlist the cooperation and assistance of all state and local governmental officials in the attainment of the objectives of the state council.

In announcing these purposes and objectives, I said I would bring into this program a group of outstanding North Carolina citizens. This I have done. There are fifty-six of you, from Elizabeth City in the east to Asheville in the west, on this new Good Neighbor Council. Some of you have served before. I look to you to apply the lessons of experience to this new undertaking. I look to the new members to help bring a fresh impetus to the state's efforts in this area.

Abundant opportunities to use our human resources are at hand. And these opportunities are growing day by day. New and expanding industries are developing at a record rate in North Carolina. Our state is making every effort to take a leading place in our fast-growing age of technology and research.

These activities directly provide many new and better job opportunities for our people. Indirectly but promptly, they create new jobs in trade and other service organizations which must expand to meet increasing calls upon them.

All these jobs are not there for the mere taking, however. Only the trained applicant, only the qualified applicant, will be able to take advantage of these new opportunities. To the untrained, to the dropouts, to those unwilling to show responsibility in keeping with opportunity, very few doors will be open.

It is in this area that the state finds its first responsibility. This is to provide the best educational system possible. Education is the key to the development of our human resources. Through the years the General Assembly has met this responsibility.

The 1965 legislature fully met the challenge in education which I presented to it. It approved the largest increase in funds for public education ever granted by a legislative session. These funds will permit expansion and improvement of our system of public schools, community colleges, technical institutes, and industrial education centers.

This General Assembly increased funds for higher education by more than 38 percent. It increased appropriations for research in more than a dozen fields.

Approximately forty church-related institutions bolster the educational opportunities afforded to our young people by our state-supported system.

In many talks I have described education as the path we must take to achieve the economic development of which our state is capable. I have urged our young people to go as far in school as their abilities will let them go.

After you have met to the fullest your responsibility, however, and after the legislators have met theirs, and after the people have given their support to our program, the big problem is to motivate our young people and our unemployed to do their part. After all, the Good Neighbor Council, as important as its work is, can only implement and encourage our communities to act. It still remains for the unemployed and the disadvantaged of both races to be willing to improve themselves through training and to have the desire and the will to better their condition through hard work. Motivation is the most important element in all education and is therefore essential in all that you people try to do. In this work we must appeal to teachers, to ministers of the Gospel, to parents, and to all social agencies to help us to inspire our people to avail themselves of the opportunities that we seek to give them.

I hope this council will join me in alerting our young people to the necessity of learning as much as they can. I hope you will help parents and educators alert our people to their educational opportunities. I hope you will stress to all seeking better job opportunities the necessity that they prepare themselves well for the jobs they want.

If we accomplish these things, I believe we will have laid the proper groundwork for progress. I believe you will find success in other aspects of your mission within closer reach.

As governor, I assure you of my support and encouragement of your efforts. I urge our state agencies and institutions to continue putting ability and qualifications first in considering job applicants. I urge all other employers, public and private alike, to consider above all the worth of the individual in all their hiring.

I say that we can no longer afford the denial of equal opportunities to any North Carolinian who is prepared for them.

I know, of course, that this council cannot accomplish by itself the mission I have given it. I do not expect you to. I look to you to provide guidance and leadership to local efforts. You will be the line of communication between the local level and state government.

I ask you to continue working with the local good neighbor or human relations councils. Previous efforts with the approximately fifty-five of these local organizations have been fruitful and will continue to be so, I believe.

You have also made progress in cooperative work with the twelve or thirteen countywide councils which have been established. It is my hope that the officials and leaders of more of our counties will join hands with the mayors of cities and towns to extend this program to all the people of their counties.

The good neighbor-human relations council concept has proved its value. There is a need for continuing this approach to problems of a changing society. We need it to keep lines of communication open between and among the races.

Success will not be easy. There will be times of discouragement. There may be other ugly, senseless acts of opposition such as the bombings at Charlotte. But I find hope in the quick response of Tar Heels generally in condemning the cowardly actions of a few.

I commend the people of Charlotte for so quickly giving comfort and extending a helping hand to those victimized by terror. This is the true spirit of North Carolinians.

To the few who resort to cowardly acts, to the few who resist progress with intimidation and terror, to those few who seek to divide our people, I say this: North Carolinians stand together in their determination that violence and lawlessness will not be tolerated in our state.

As governor, I pledge again that those who resort to violence and lawlessness will be sought out and punished to the fullest extent of the law.

While discouragement may come, you will find a strong force working for you and with you. North Carolinians always have aspired to the better life for all our people. North Carolinians long have been known for their commonsense, cooperative approach to our common problems. I am convinced the overwhelming majority of our people want continued progress in human relations and are willing to make all reasonable efforts to achieve this goal.

STATE HIGHWAY PATROL SWEARING-IN CEREMONY

RALEIGH

January 4, 1966

[Late in 1965 personnel changes occurred in the State Highway Patrol which resulted in much talk and speculation. A statement issued by Governor Moore on December 16 made it clear that the changes had been made with his "full understanding and approval." He added that the changes were "intended to provide the patrol with the best leadership its ranks have to offer. Major Speed has been in charge of highway safety in the patrol. Captain Jones has been attached to headquarters and is recognized for his executive abilities. Captain Gay has been specially trained in chemical testing. These three men will give leadership in the patrol to its increased efforts to reduce accidents on the highways." The ceremony held on January 4, 1966, marked the change in command of the Highway Patrol from Colonel David T. Lambert to Colonel Charles A. Speed.]

It is a pleasure to participate in this brief ceremony marking a change in command of the North Carolina State Highway Patrol.

Under the able leadership of Commissioner Godwin,[102] and with the help of such outstanding career officers as Major Jones,[103] Major Guy,[104] and Major Lentz,[105] Colonel Speed[106] will seek to improve the performance on the part of our entire patrol personnel. This will not require any wholesale reorganization or shake-up of the patrol. It will require improved utilization of men, equipment, and time.

The North Carolina State Highway Patrol is our first line of defense against the ever rising toll of highway fatalities, injuries, and property losses. While it is only one weapon in our total arsenal against highway accidents, the patrol is obviously a major weapon of tremendous potential in carrying out its mission of enforcing the motor vehicle laws of North Carolina. Certainly we must obtain the greatest and most effective use of the manpower, skills, and equipment represented by the Highway Patrol. For example, we should make every effort to keep a maximum number of marked state patrol cars on our highways. Patrol officers should drive marked cars, leaving the unmarked cars for law enforcement purposes.

I have been closely associated with the State Highway Patrol as an attorney, member of the General Assembly, district solicitor, and superior court judge for the past thirty-five years. The Highway Patrol is a law enforcement agency which has widespread respect of our state and local governmental officials and has the confidence of our motoring public. It has a long and honorable history of service to our state.

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[102] Adolphus Pilston Godwin, Jr. (1912-), lawyer, law enforcement specialist from Gatesville and Raleigh; LL.B., Wake Forest; president, North Carolina Bar Association, 1965-1966; special agent, FBI, 1942-1945; appointed commissioner of motor vehicles, November, 1965. *North Carolina Manual, 1967*, 502.

[103] Edward W. Jones (1913-), native of Cameron; educated, Mars Hill and Rutherford colleges; special training at Northwestern University and graduate of FBI National Academy; author of *Police Pursuit Driving;* member of State Highway Patrol since 1935, being promoted to major in January, 1966. Information from Charles A. Speed, Department of Motor Vehicles, May 14, 1969, hereinafter cited as Speed information.

[104] Edwin C. Guy, native of McDowell County; educated, Presbyterian Junior College, North Carolina State, and training schools such as Southern Police Institute, Yale School of Alcohol Studies, Indiana University, and New York University; member of State Highway Patrol since 1939; specialist in use of Breathalyzer; promoted to lieutenant colonel in 1968. Speed information.

[105] William Blake Lentz (1905-), native of Statesville; educated, Erskine College; selected as one of the original members of State Highway Patrol when it was organized July 1, 1929; headed Communications and Transportation Division, with rank of major, from November, 1953, until retirement in July, 1968. Speed information.

[106] Charles A. Speed (1913-), native of Granville County; lecturer at traffic safety schools and seminars on numerous occasions; member of State Highway Patrol since 1935, with leave of absence to serve in armed forces during World War II; designated director of Highway Safety Division, with rank of major, 1954; promoted to colonel and named commanding officer of North Carolina State Highway Patrol, January 4, 1966. Speed information.

As we know, the Highway Patrol has won several national awards in recent years. This simply means that our patrol ranks among the upper one third of all state police in meeting certain national standards required in traffic supervision. These awards do not attempt to measure performance. What we must achieve in North Carolina is the best possible performance by our patrol if our state is going to improve its highway safety record.

My only goal is to make the Highway Patrol a better organization—one which will achieve better results in patrolling our highways, enforcing our laws, apprehending violators, and working constantly to prevent accidents and to save lives.

I want to make it clear that the change in command from Colonel David Lambert[107] to Colonel Speed is not intended to be a reflection upon Colonel Lambert, who has served faithfully in the State Highway Patrol since its first years of operation. We are discussing other state employment possibilities with him.

North Carolina now has, for the first time in history, all of the major weapons it needs to make a total, coordinated attack upon traffic accidents. Through the outstanding support given by the 1965 General Assembly, we have all of the major laws which appear to be needed at this time. Our action program for traffic safety is built on a foundation of laws, involving the cooperative action of law enforcement, highway engineering, driver licensing and examination, driver education, driver improvement, motor vehicle inspection, research, and the administration of justice.

Traffic safety in North Carolina can no longer be thought of as the province of any one agency. It must command all of the state's resources and cooperation. To provide this coordination the 1965 General Assembly authorized the Traffic Safety Authority which operates under chairmanship of the governor. The Highway Safety Research Center is being established at the

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[107] David T. Lambert (1907-), native of Franklin County; graduate of FBI Academy; joined State Highway Patrol in 1929 as one of original members; director of basic training schools for patrol in 1940s and 1950s; promoted to colonel in 1959; retired from patrol in December, 1965. Speed information.

University of North Carolina at Chapel Hill as a means of harnessing the knowledge which is already available on the campuses of our universities and in other states. This center will be most useful in evaluating present or proposed highway safety measures or programs.

In an average week in North Carolina, 31 persons are killed, 1,000 are hurt, and nearly $6 million is taken from the state's economy. Since the new year began just three days ago, 24 people have been killed on our highways. Halting this uncontrolled epidemic of traffic accidents will require the understanding, cooperation, and support of every state and local governmental unit in North Carolina, as well as the people who use our highways and streets.

As Commissioner Godwin pointed out, North Carolina is tied for fourth place (with Mississippi) from the bottom among the fifty states for having the worst motor fatality rate per 100 million vehicle miles driven. Despite all our efforts in highway safety, only three states—South Carolina, Nevada, and Louisiana—have a greater death rate on their highways. The forty-six states surpass us in the protection of the lives of their citizens on highways and streets. This is proof that we cannot be complacent.

The challenge is tremendous. To save lives and prevent accidents, we must use every law and every safety tool at our command. Law enforcement by the Highway Patrol will play a major role. The purpose of law enforcement in highway safety is to deter violators and to protect the law-abiding motorists. This means that we must have a firm, constant policy of apprehending anyone observed in a clear-cut violation of the motor vehicles law.

May I say to you officers, and to every member of the patrol, that in the enforcement of the law, you have no friends to reward and no enemies to punish. Your duty is to enforce the law, fairly and impartially, and in doing this, I pledge to you my full support. As long as I am your governor, you need have no fear of political reprisal or political interference.

YEAR-END RADIO AND TELEVISION REPORT TO THE PEOPLE OF NORTH CAROLINA

January 5, 1966

[At the end of his first year in office, Governor Moore used the media of radio and television to address North Carolinians. He spoke of the extraordinary progress in industry, in agriculture, in expanded state services, in traffic safety, and in human relations. He also discussed the speaker ban controversy and other problem situations which had arisen during the year but spoke of achievements as he thanked legislators for their forward-looking enactments.]

The year 1965 has been one of extraordinary progress for North Carolina. It was a year of development: more new and expanded industry and business, greater diversification in agriculture, more and better job opportunities for our citizens.

It was a year of expansion of state services to the people: improved and strengthened educational opportunities, better highways, more health services and facilities, more efficient and economical governmental operation.

It was a year of action on many fronts. Traffic safety was advanced; human relations were improved in spite of isolated acts by extremist groups; the speaker ban controversy was ended; an agreement between REA and private power companies was reached; and a $300 million road bond issue was overwhelmingly approved.

It was a year of emphasis on total development in our state. The year 1965 saw North Carolina move closer to "the great and good community" that I envisioned in my inaugural address.

Credit for our accomplishments is due many people. It is also fitting that we express thanks to God for guidance in helping us to see and to meet the responsibilities and the opportunities that have been ours.

The 1965 General Assembly was the most forward looking in history. It accepted the challenge I presented to it and acted throughout in the best interest of the people. It approved a record biennial budget of $2.15 billion without any increase in taxes. All North Carolinians owe our legislators a debt of gratitude.

More than seven hundred men and women of integrity and ability have been named by me to positions of public trust on boards and commissions. They are from every county and represent all vocations. They work closely with the thousands of dedicated state employees in implementing the programs necessary to continue the forward progress of North Carolina. They have our appreciation.

Foremost, credit for our accomplishments is due you, the people of North Carolina. It is you who have made the needs of our state known, and it is you who have supported the programs put forth. I appreciate your faith, your confidence, and most especially, your abiding interest in the bettering of North Carolina.

PUBLIC EDUCATION

As governor, I have recognized that education is the key to the future development of North Carolina, and I have sought to give education on all levels attention commensurate with its importance. The 1965 General Assembly met the challenge and appropriated a record budget to improve our school system. It appropriated $628 million for the biennium—$106 million more than was spent in the past biennium.

The additional funds are being used to help our public school system catch up in many areas where it has been lagging. Class size in the first three grades has been reduced, some book fees have been eliminated, free lunches are being made available to the needy. The funds also are being used for expansion of teaching services for the handicapped and the mentally retarded, more vocational training, and increased salaries for teachers.

Additional school facilities are being constructed in many counties. In 1965 we issued $25 million of the $100 million bond issue for school buildings which was approved in 1964. The rest of the bonds are expected to be issued within the next two years. Local participation is expected to add another $200 million in school construction in this period.

Our programs for education beyond the high school have been broadened and are being made available to more and more citizens. Four community colleges, two technical institutes, an industrial education center, and thirteen extension units were added to the system by the 1965 General Assembly. Now training is available to practically every citizen of our state at the forty-three institutions that make up the system.

HIGHER EDUCATION

The crucial needs of higher education are also being met. Current operation appropriations for our institutions of higher education total $105.5 million, an increase of 37 percent over the last biennium. The General Assembly also appropriated $35 million from the General Fund for construction which, when added to available federal funds and funds from other sources, means a building program of some $125 million.

The one-university concept which has meant so much to North Carolina was strengthened by the authorization and subsequent establishment of a fourth campus of the university at Charlotte.

A special commission authorized by the General Assembly and chaired by the Honorable Luther Hodges is now studying the university trustee system. I am confident the recommendations of the commission will further strengthen the one-university concept.

There remains a need for a long-range plan for higher education which will actively involve all institutions. North Carolina still cannot afford unnecessary duplication in its educational programs and a program is needed to insure unity of purpose. The new Board of Higher Education is presently developing such a comprehensive plan.

SPEAKER BAN LAW

The General Assembly, meeting in extraordinary session in November, acted to amend the 1963 Speaker Ban Law. I called the extra session on the recommendation of a special commission, headed by the Honorable David Britt, which studied the issue and its many ramifications.

The commission found that regardless of the intent of the legislation, it was having an adverse affect on our state-supported institutions of higher learning and was threatening their accreditation. The commission recommended that the control of the visiting speakers at these institutions be returned from the General Assembly to the various boards of trustees.

The commission also recommended that the boards adopt a speaker policy accepting not only the authority but also the responsibility of regulating visiting speakers on the respective campuses. The several boards did this and assured that their campuses would not be exploited as outlets of discord and strife.

By accepting the reasonable and honorable settlement suggested by the commission, the General Assembly struck a blow for freedom and against communism and totalitarianism. In the amending of the Speaker Ban Law there was no defeat for anyone, but a victory for all the people of North Carolina.

HIGHWAYS

Considerable progress has been made in our highway system in the last year. The commission awarded 198 construction contracts totaling $57 million. They included 358 projects and will result in improvements to nearly three thousand miles of highways. The new commission has acted to insure that the taxpayer gets a dollar's worth of roads for every dollar spent.

One of the most important and far-reaching decisions made by the people of North Carolina in 1965 involved our highways. When you went to the polls in November and overwhelmingly approved the $300 million road bond issue, you provided the means for the highways of progress so vitally needed if this state is to realize its full economic potential.

Already carefully considered plans are being formulated by the State Highway Commission to begin the five-year program of road construction and improvement. Consulting engineers are being employed. As with all projects, safety and beautification are being considered. Construction will begin on many projects within a few months. Every municipality and every county will benefit from the better roads this bond issue will allow us to build.

FISCAL POLICY

Our state continues to be in excellent financial condition. Our bonds are rated AAA, the highest rating available for state bonds. This rating enables us to borrow money at the most favorable rate available.

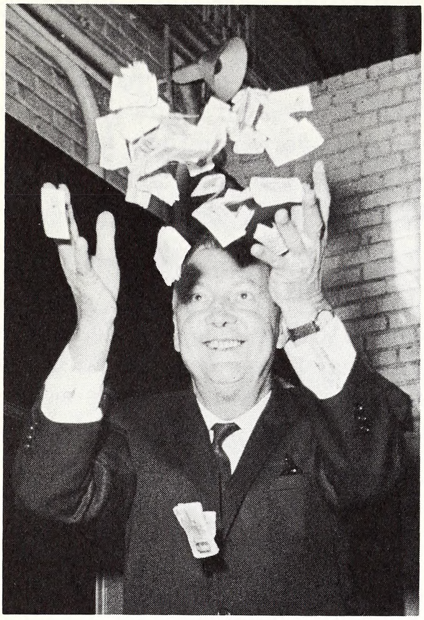
Our school construction bonds and our highway bonds can be retired without any additional taxes. All of the increased appropriations for services for education and other state services were made without increasing taxes.

In fact, North Carolina has for the most part been able to operate on a pay-as-you-go basis. Our per capita state and local tax bill is one of the lowest in the nation. North Carolina ranks forty-second in per capita payment of state and local taxes. Our citizens pay $176 as compared with the national average of $250 and an average of $177 for the southeastern states.

Even though our tax picture is favorable, we are constantly seeking improvements. A study commission, authorized by the General Assembly is now reviewing the state and local tax structure and will submit its recommendations for improvements to the governor and Advisory Budget Commission by September.

INDUSTRY AND BUSINESS

North Carolina's industrial development program for 1965 reached an all-time high for capital investments scheduled for



At 10:00 A.M., October 5, 1965, bonds and interest coupons in the amount of $144,138,888.91 went up in smoke. As provided by law, the state cremated bonds and coupons that had matured and been paid between July 1, 1960, and June 30, 1964. State officials gathered at the North Carolina state heating plant and shoveled them inside a massive furnace. Governor Moore threw a handful into the air before the burning. The governor discussed the state's fiscal condition in his year-end speech. (UPI photograph.)

new and expanded manufacturing projects. The total investment was more than $482 million, a gain of 20.9 percent over investments reported in 1964. Contained in this total are $234 million for new plants and $248 million for expansions to existing industries. These projects included 165 new establishments and 373 plant expansions.

These projects created 37,042 new jobs for North Carolinians, a record high in recent years. Additions to the industrial payrolls as a result of the new and expanded plants reached an all-time high of $137 million. Employment and payrolls scored significant gains over 1964. For new and expanded projects employment was up some 28 percent and payrolls were up over 30 percent.

As a result of increased industrial and business growth, 3,300 new business corporations were formed in North Carolina and more than 400 additional foreign corporations were authorized to do business in our state. This is another all-time high. Our state-chartered banks reflect the overall growth of North Carolina. Their total resources passed the $3 billion mark, an increase of about $221 million over last year.

For the first time in history, total employment passed the two million figure. In fact, employment in North Carolina improved so much that a lower employment tax schedule will be effective during 1966. It will save employers at least $5.5 million in tax payments.

In 1965 we made considerable progress in achieving one of our primary goals—the creation of higher-paying jobs through a greater diversification of industry. Of course, there is a great deal more work to be done. We are conscious of our need to encourage and assist local development programs. To intensify our efforts in this area, I requested the General Assembly to appropriate funds to permit the Department of Conservation and Development to establish five regional offices. This was done.

These regional offices have now been established in Sylva, Salisbury, Raleigh, Lumberton, and Washington. These offices are staffed with experienced personnel who received special training for the important work they are doing. In addition, the Department of Conservation and Development has strengthened the services of its Division of Community Planning by adding a new area office in Washington. There are eighty-two municipalities and twenty counties participating in planning projects.

NATURAL RESOURCES

As a part of our overall development of natural resources, our clean water program showed approval of 210 projects at a cost of $35.5 million, an increase over our activities in 1964. And our 1964 record put us second among the states in stream sanitation activities.

Progress is being made in the Falls of the Neuse Reservoir, the deepening of the Wilmington harbor, and other water projects. The General Assembly rewrote the commercial fishing laws and appropriated funds for research and development in the field of fisheries and improved fishing methods.

AGRICULTURE

The year 1965 was one of progress and problems in the field of agriculture. Our income from tobacco decreased $99 million and income from cotton dropped $28 million. For the first time in history, farmers' income from animal agriculture exceeded that from tobacco. Receipts are up $26 million over last year.

Other accomplishments which partially offset the tobacco and cotton losses are record yields of corn and peanuts, soybeans, and apples; and increasing production of sweet potatoes, fruits, and vegetables for food processing.

To answer some of the problems in the field of agriculture, additional funds were appropriated by the General Assembly exceeding those of the last two-year period by more than 17 percent.

PORTS

Our ports enjoyed the most successful year in their sixteen-year history. A 1,200-foot dock extension was completed in Wilmington. The Southport Boat Harbor was dedicated in May, and the terminal office building in Wilmington was dedicated in September. A new warehouse was completed in Morehead City. Gross revenues for our two state ports were up over 1964 despite a strike which affected the entire eastern seaboard in 1965. Additional construction is planned at both Wilmington and Morehead City.

RESEARCH

As the state has grown in its industrial and business activities, it has become constantly more research-minded and has recognized the vital role of its university and college community in the research field. Large appropriations were made by the General Assembly in research and research-related facilities on our campuses and in many fields. The legislature also provided $750,000 for the Research Triangle Foundation to purchase land for the new National Center for Environmental Sciences in the Research Triangle Park. The Research Park continues to attract new facilities, such as the International Business Machines Corporation, Technitrol, Inc., and Beaunit Corporation.

The North Carolina Board of Science and Technology continues to progress. It moved into permanent headquarters in the park last fall. Many research projects are being sponsored, and the establishment of a mammoth computer facility in the research park to serve research needs of education and business in the state has been assured. At the close of the year, more than 150 companies were receiving research assistance as compared with 50 at the beginning of the year.

UTILITIES

A significant development in 1965 was the understanding reached by the rural electric membership corporations and investor-owned public utilities. This compromise was later approved by the General Assembly. Investments by all utilities were increased. More than 100,000 new telephones were added. Natural gas reached approximately 12,000 new customers. Electric utilities added $88 million in new plants while reducing rates by more than $3 million.

TRAVEL, RECREATION, AND CULTURE

No statement concerning the industrial and business growth and activity would be complete without referring to travel, recreation, and culture. Travel in 1965 strengthened its position as our third largest industry. Visitations at major tourist attractions exceeded those of 1964 when for the first time our travel industry passed the $1 billion mark. Attendance at our state parks exceeded two million people for the first time.

We are constantly seeking new additions and further development of existing ones. Two new visitor center museums were opened at historic sites and three more historic sites were approved by the legislature. New welcome centers are planned for 1966 to greet our visitors and inform them of the many attractions which our state offers.

Our state Museum of Art continues to develop as one of the outstanding state museums in the country. During 1965, 102 works of art were added and attendance reached a new record of more than seventy-five thousand visitors.

HEALTH AND WELFARE

North Carolina has many resources, the greatest of which is our people. Programs to improve the health, welfare, and well-being of our citizens were constantly being strengthened in 1965.

Our mental hospitals had a decreasing resident population. Localization of services increased considerably in 1965. Eight new community programs were started. Now forty-eight counties receive some type of community-based mental service and care for more than twenty-two thousand patients as compared with about seventeen thousand in the previous year.

In public health, new programs relating to health services for migrant workers were placed in operation. The administration of Medicare was assigned to the State Board of Health. Ten new hospital projects were approved, with 700 additional hospital beds. Two new county public health centers, 322 new nursing home beds, two mental health projects, and one facility for the mentally retarded were approved.

There are presently under construction or in planning approximately forty medical projects in all areas of the state involving an estimated $80 million. This is the largest construction program ever undertaken by the Medical Care Commission in its almost twenty-year history.

In the field of public welfare, emphasis has been on the total needs of individuals to help those who can do so to become self-sufficient. Public welfare has provided financial help to the needy aged, children, and disabled through public assistance. The General Assembly acted to expand our alcoholic rehabilitation work and approved two new alcoholic rehabilitation centers.

CORRECTION AND REHABILITATION

Strong emphasis was placed upon productive work, but increasing attention was given to the education, vocational training, and counseling programs to promote the individual prison inmate's potential for reentry into the free community. The Prison Department is seeking closer working relationships with the Probation Commission and the Board of Paroles. These agencies will soon be housed in the same building and plans are being developed to combine their record systems to reduce unnecessary duplication. The General Assembly provided twenty-five additional state probation officers to expand this program, which—like the paroles program—has saved the taxpayers so much over the years.

HUMAN RELATIONS

We can be proud of our progress in human relations during 1965. Desegregation, as required under the federal Civil Rights Act, took place with a minimum of difficulty because of careful preparation by officials of all levels of responsibility. The people of North Carolina acted in the good tradition of our state by approving a solution to this problem with a commonsense attitude of understanding.

The Good Neighbor Council was enlarged and continued to develop a broader program, with emphasis on the training and development of our human resources. It is striving to find ways of preparing people for equal opportunities that can be theirs. It is my hope that more local and countywide councils will be established in 1966. These have proved their worth. One example is the experience at Plymouth when a potentially explosive situation was peacefully settled through the establishment of such a local council. We have viewed with concern the increased activities of the Ku Klux Klan. I have worked closely with various agencies of state government in a constant vigilance on the activities of the Klan. Several months ago, I formed a committee of representatives of these agencies and recently have asked Malcolm Seawell,[108] former attorney general and superior court judge to serve as chairman of this group. We will not tolerate violence or lawlessness by any group or organization in this state.

FEDERAL-STATE RELATIONSHIPS

Many new federal-state programs have been developed in 1965. Most of these programs are broad in concept and cross many established state governmental lines of responsibility. To keep all concerned informed on these programs, I have established in the Department of Administration a State Planning Task Force. Over forty state agencies are participating. This is an effort to promote objective, constructive planning so that North Carolina can achieve maximum benefits from new and established federal-state programs and projects. It will also allow us to maintain the partnership relationship which should exist between the state and federal governments.

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[108] Malcolm Buie Seawell (1909-   ), lawyer and judge from Lumberton; A.B., LL.B., University of North Carolina, Chapel Hill; legal study at Northwestern University; superior court judge, 1955-1958; attorney general, 1958 until resignation to run for governor in 1960. *North Carolina Manual, 1959*, 414; Mitchell, *Addresses of Sanford*, xxiv; *News and Observer*, May 11, 1952, January 3, 1966.

STATE EMPLOYEES

Despite the increase in state governmental services provided to our people, we have fewer workers per 10,000 population than forty-five other states. One reason for this is that we seek to attract and retain well-trained and capable individuals in state government. To that end a general 10 percent raise was granted to our state employees. These employees have made an outstanding record of efficiency in government over the years and are expected to improve. Basic personnel legislation was completely rewritten. It established a single Personnel Department to replace two former agencies. It brought about a further increase in the efficiency of our employees.

TRAFFIC SAFETY

Because of the growing rate of death and destruction on our highways, I have placed a high priority on highway safety. I have begun a comprehensive program—an action program—to save lives and reduce accidents on the streets and highways. There is no one answer to this problem.

We recommended to the General Assembly a total program. The Traffic Safety Authority was formed to coordinate the efforts of all state agencies with safety responsibilities. A Highway Safety Research Center at the University of North Carolina is being established to harness the knowledge already available and to evaluate the effectiveness of any of the parts of our new program. We expanded our compulsory driver education program to include all new drivers under the age of eighteen, even school dropouts.

Court improvements now in progress will contribute substantially to our safety program. The new district court system will bring about more uniformity in the handling of traffic offenses. Highway engineering in connection with our expanded road program will also have a vital role to play in traffic safety, as will the motor vehicle safety inspection program. This inspection program is now being carried out by a staff of fifty-six specially trained inspectors who are already in the field working with applicants for certification as inspection operators. This month the Prison Department will begin the manufacture of reflectorized license plates to increase nighttime safety.

An increase of 100 in the strength of the Highway Patrol was authorized. Law enforcement by the Highway Patrol will play a major role in reducing accidents. The purpose of law enforcement in highway safety is to deter violators and to protect the law-abiding motorist. This means that we must have a firm, constant policy of arresting anyone observed in a clear-cut violation of the motor vehicles law.

The members of the patrol in the enforcement of the law have no friends to reward and no enemies to punish. Their duty is to enforce the law fairly and impartially and in doing this, I pledge them my full support. As long as I am governor, they need have no fear of political reprisal or political interference.

CONCLUSION

The outlook for 1966 is favorable. Business and industrial growth should continue at a high rate. State revenues are expected to maintain their present upward trend. Continued progress will be made in education, health, welfare, and other basic fields of human activity. By September, 1966, we are expected to reach a population of five million people in North Carolina.

My great concern continues to be in the total development of the entire state. We all realize that certain counties and certain areas of North Carolina have not shared properly in the growth and expansion of our economy. During 1966 we will make every effort to encourage and assist these counties and these areas along with the more prosperous and growing counties.

In my inaugural address, I referred to North Carolina as the "great and good community." This phrase is an effort to describe my concept of North Carolina and the need for its total development. We seek maximum growth and opportunity for all our counties, regions, and all our people. North Carolina is indeed a community of many counties, towns, cities, and neighborhoods extending from the mountains to the sea. We have been blessed with outstanding leadership and good government for the past half century. This must continue for the sake of our state, our people, and the unborn children of tomorrow.

Working together as fellow citizens of a great state, realizing that the hand of divine guidance is present in all our struggles, I know that we can assure during the coming year a more abundant, richer life for every North Carolinian.

WINTER INSTITUTE, NORTH CAROLINA PRESS ASSOCIATION

CHAPEL HILL

January 20, 1966

Reviewing the accomplishments of the 1965 General Assembly and the two special sessions which amended the Speaker Ban Law and handled reapportionment problems, Governor Moore commented on the fact that much had happened, calling the first year of his administration a time of learning. He expressed appreciation for the fair treatment given by so many of the newspapers and promised to continue holding regular news conferences, making himself available when the news media wanted him.

Governor Moore continued by discussing the difficulty of getting competent personnel for state government; to the victor went the responsibility for selecting and appointing competent and loyal men and women. He referred to his appointments of career state employees to fill a number of top administrative posts. Though the press and the governor might not always agree on methods, procedures, and timing, the speaker voiced confidence in their mutual objective of doing what was best for the state. He promised to devote 1966 to his program of total development for North Carolina.

GOVERNOR'S BANQUET AND BALL OF THE NORTH CAROLINA STATE SOCIETY OF WASHINGTON

WASHINGTON D. C.

January 29, 1966

After paying tribute to the late Herbert C. Bonner,[109] who had represented North Carolina's First District in Congress for a

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[109] Herbert Covington Bonner (1891-1965), farmer and congressman from Washington, N.C.; educated, public and private schools and high school in Washington; World War I veteran; elected to Congress November, 1940, serving in each succeeding term until his death on November 7, 1965. Powell, *North Carolina Lives*, 127; *North Carolina Manual, 1965*, 507; statement issued by Governor Moore, November 7, 1965.

Governor Moore, who had a good relationship with the press, is answering questions at a press conference in February, 1965. (AP photograph.)

quarter of a century prior to his death, Governor Moore launched into a summary of legislative accomplishments during his administration. The first governor to have three sessions before he had been in office thirteen months, he had seen productive results from the regular 1965 assembly and the special sessions on the Speaker Ban Law and reapportionment. During a brief discussion of progress made in the state during the preceding year, the governor stressed the part played by the legislators in making progress a reality. He called on those in Washington "to look out for North Carolina's interests here." He said he had been working with the congressional delegation on federal matters and he intended to continue doing so. The governor predicted a favorable year in 1966, reminding the audience that he was seeking "maximum development and opportunity for all our counties, regions, and people."

ANNUAL JEFFERSON-JACKSON DAY DINNER OF THE DEMOCRATIC PARTY OF VIRGINIA

RICHMOND, VIRGINIA

February 19, 1966

[Governor Moore was the featured speaker at the Jefferson-Jackson Day Dinner held at the John Marshall Hotel in Richmond. His remarks lauded the Democratic party and its achievements, as would be expected; and he urged his listeners to carry on the traditions of the party and thereby insure a "stronger and more resolute" America.]

Jefferson, the Virginian; Jackson, the North Carolinian. Jefferson, the thinker, the mind of the Democratic party; Jackson, the doer, the man of action. It is fitting that we pay tribute to these two great Democrats who founded our party.

Let me say first that I consider it the greatest of honors to be accorded the privilege of addressing you here tonight. This is also an honor accorded to my state and to the five million people that I represent. I feel very much at home here in Virginia.

Since becoming governor of North Carolina last year, I have benefited greatly from my association with your former governor, a good Democrat, the Honorable Albertis Harrison.[110] During this short time I have come to know him well, to admire his ability, to respect his judgment. Governor Harrison is, in the finest sense, a Virginian.

In keeping with your tradition of good Democratic government, the people of Virginia have elected another outstanding leader to follow in the footsteps of Albertis Harrison and those governors who went before him. I was pleased to be here in Richmond only a few weeks ago when Governor Godwin[111] was inaugurated. It was a good day for Virginia.

I look forward to my association with Governor Godwin. I admire his determination, his eagerness to get on with the job of making this an even greater state, and his tremendous desire to serve the people of Virginia. It will be a pleasure to work with him in the years ahead for the mutual benefit of our two states and this nation we all love.

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[110] Albertis Sydney Harrison, Jr. (1907-), lawyer from Lawrenceville, Virginia; LL.B., University of Virginia; state senator, 1948-1958; attorney general of Virginia, 1958-1962; governor, 1962-1966. *Who's Who in America*, Vol. 35, p. 960.

[111] Mills Edwin Godwin, Jr. (1914-), lawyer from Suffolk, Virginia; LL.B., University of Virginia; member, Virginia House of Delegates, 1948-1952; state senator, 1952-1961; lieutenant governor of Virginia, 1962-1966; governor since 1966. *Who's Who in America*, Vol. 35, p. 846.

Cooperation has been the hallmark of the relationship of Virginia and North Carolina throughout history. Even as the ideas of Jefferson, the Virginian, and Jackson, the North Carolinian, were mingled to form our Democratic party, so too have been the spirit and hopes of our peoples.

Our ties go deep. From the very beginnings of Virginia and North Carolina, we have had a constant interchange of people and of ideas. For example, our former Governor Luther Hodges was born a Virginian, and your former Governor John Battle[112] was born a North Carolinian. Governor Battle claimed, however, that his being a Tar Heel was purely unintentional. His mother happened to be visiting in our state when he arrived ahead of schedule. Governor Hodges, we might point out, came to North Carolina of his own free will!

As for the exchange of ideas, in the early 1930s our legislature asked your Governor Harry Byrd[113] to come to Raleigh and address it on how Virginia had solved its own depression-created fiscal puzzle. He did and we appreciated it just as we appreciated the fine work he later did in Washington. The year after Governor Byrd came to our state, North Carolina returned the favor when our Governor Gardner was invited by your General Assembly to explain our newly enacted legislation establishing a statewide highway system. After the trip from Raleigh today, I am pleased to see that you Virginians followed Governor Gardner's recommendations.

Through the years our two states have engaged in healthy, good-humored competition. We have competed fiercely for new business and industry and have matched strides in improving basic governmental services to all our people. Both states have a proven record of supporting good government and strong fiscal integrity in the use of state tax funds.

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[112] John Stewart Battle (1890-), lawyer, native of New Bern; from Charlottesville, Virginia; educated, Wake Forest; LL.B., University of Virginia; state representative, 1929; state senator, 1934-1949, governor of Virginia, 1950-1954. *Who's Who in the South and Southwest* (Chicago: Marquis—Who's Who Inc., [Fifth Edition, 1956]), 62.

[113] Harry Flood Byrd (1887-1966), newspaperman and publisher, apple grower, senator from Martinsburg, Virginia; state senator, 1915-1925; governor of Virginia, 1926-1930; member of United States Senate, 1933-1966. *Who's Who in America*, Vol. 33 (1964-1965), p. 302; Charles Moritz (ed.), *Current Biography Yearbook, 1966* (New York: H. W. Wilson Co., published annually), 463, hereinafter cited as Moritz, *Current Biography Yearbook*.

While we remain friendly rivals, of course, it has not been easy sometimes for North Carolinians to keep a stiff upper lip when our history is compared with that of the commonwealth of Virginia.

We do recognize your priority when you contend that Jamestown was the first permanent English settlement. But we hasten to remind you that Virginia Dare, the first English child who was born in America, first saw the light of day in what is now Dare County, North Carolina. I might add that we attach no historical significance to the fact that at the time Virginia Dare was born, Dare County was then considered to be in the colony known as Virginia.

Why do Virginia and North Carolina have so much in common? Our people have shared a common heritage based on Democratic principles of freedom and free enterprise. Many years ago, they developed strong state Democratic parties and they have supported their state parties loyally and faithfully down through the years. From the ranks of the Democratic party has come outstanding leadership at the local and state levels, as well as outstanding representatives in Congress, in the United States Senate, and in the national government. Virginia and North Carolina have adhered to the principles of good government and responsible leadership laid down by Jefferson, the Virginian, and Jackson, the North Carolinian.

Free enterprise is a case in point. North Carolinians, like Virginians, have always believed in the principles of our free enterprise system. Call it what you will—free enterprise, capitalism, or, simply business—this system is the greatest of all the man-made miracles. It has fed more people, clothed more people, educated more people, given more happiness to more people than any other political or economic order in the history of man—and its potential scarcely has been tapped.

Let's take three routine, but dramatic, examples of free enterprise:

In 1918 kerosene was widely used for lighting in many rural homes. Today kerosene is used mostly as fuel for jet engines that move giant transports through the skies at nearly the speed of sound.

In 1918 there were only six million cars in the United States, and these vehicles chugged along at slow speeds over indifferent roads. We now produce automobiles at the rate of nine million a year and there are seventy-two million traveling our modern highways and streets at this time.

In 1918 the first commercial radio broadcasting station had not yet gone on the air, and great news events of the day were heralded by the appearance of newsboys crying their "extras" up and down the streets. Today, with radio, television, and communication satellites, we get "instant news" along with our instant coffee.

In 1918 only 6 percent of our college-age young people were enrolled in institutions of higher learning as compared with approximately 43 percent today.

In the face of these hard facts, one would expect that we Americans would have widespread public appreciation of the free enterprise system and understanding of what it takes to keep it moving ahead. Unfortunately, this is not true. Too much is taken for granted, and the voices of support are seldom raised. Someone has called the record of America's free enterprise system "the greatest story *never* told."

Yes, I champion the cause of free enterprise. I know from firsthand experience what it has accomplished for our states and for our nation. We must use our resources, our talents, and our abilities to inform all our people, especially our youngsters, on the values of the fundamental economic principles on which this country was founded and has grown.

The Democratic party, a champion of our free enterprise system, has played the dominant role in the development of our two states and our nation. Our people have turned again and again to our party for the leadership that they must have. The American people have turned to our party to give leadership for the free world and to maintain and promote the sound growth of our domestic economy. Democrats have met every challenge on both the state and national levels. Here in Virginia you met the challenge of these difficult times when you elected Mills Godwin as your governor.

The Democratic party today remains the most effective organization by which the citizens of a free society can maintain and control the directions of their government on every level. Strong and active leadership from the precinct up is essential, however, if our party is to retain the confidence and active support of our people.

Governor Moore, a staunch Democrat, always welcomed fellow party members. Here he greets Vice-President Hubert Humphrey who arrived at the Raleigh-Durham Airport for a visit to North Carolina on February 28, 1967. Humphrey flew to Chapel Hill by helicopter for a panel discussion and later returned to Raleigh for a speech to the Farmers Cooperative Council and a visit on March 1 to the Research Triangle. (AP photograph.)

This is true in North Carolina; it is true in Virginia. As Governor Godwin said so eloquently in his inaugural address: "Virginia is of the South. She will always be, and she will guard and cherish the high principle, the warmth, the humanity that have marked our region." This, too, is true of North Carolina. But, we—Virginia, North Carolina, and the other states of the South—are, as your governor said, "of the nation."

Time does bring many changes. An exploding population, a most productive and expanding economy, the conflict in Vietnam, the explorations into space and to the bottom of the sea are clear indicators of the scope and complexity of problems and opportunities which press upon our nation from all sides. Events at the local, state, national, and international levels move with such bewildering speed that those of us in public office are hard pressed merely to keep informed of these developments.

While we cherish, and seek to protect and maintain the great principles of Jefferson and Jackson, we must apply these principles under the pressure of daily crises and the need to make decisions which cannot wait until the morrow. Yes, Virginia and

North Carolina are "of the nation." Like all the American states, we must continually face new realities and new challenges.

The importance of local, state, and national governments is increasing every year—every day, and every hour, in some cases. Government today is larger, more difficult to manage than either Jefferson or Jackson ever envisioned. Still these founders of our great party warned of big government and of the dangers it can present. Their wisdom in these areas is as sound today as it was during their lifetimes.

Jefferson said: "The people, to whom all authority belongs, have divided the powers of government into two distinct departments, the leading characters of which are *foreign* and domestic; and they have appointed for each a distinct set of functionaries."

Jefferson continued, "These they have made co-ordinate, checking and balancing each other, like the three cardinal departments in the individual States: each equally supreme as to powers delegated to itself, and neither authorized ultimately to decide what belongs to itself, or its coparcenor [*sic*] in government."[114]

Jackson, in one of his inaugural addresses, said:

> In such measures as I may be called on to pursue in regard to the rights of the separate States I hope to be animated by a proper respect for those sovereign members of our Union, taking care not to confound the powers they have reserved to themselves with those they have granted to the . . . [Union]."[115]

Federal-state relationships have changed drastically in recent years, as the federal government has moved more and more into areas we formerly considered reserved to the states. Regardless of whether we approve or disapprove of the many federal aid programs, the trend is well established and new federal-state relationships are now a matter of fact. We cannot turn back the clock or reverse the tide in the basic areas of governmental service. Federal funds collected from the states are now being used in a variety and profusion of programs touching almost every aspect of our life and economy. These federal funds are increasingly important to the states and to the people.

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[114] John Dewey, *The Living Thoughts of Thomas Jefferson, Presented by John Dewey* (New York: Longmans, Green and Co. [The Living Thoughts Library, edited by Alfred O. Mendel], 1940), 60.

[115] First Inaugural Address, March 4, 1829, in Davis Newton Lott, *The Inaugural Addresses of the American Presidents: From Washington to Kennedy* (New York: Holt, Rinehart and Winston, 1961), 57, hereinafter cited as Lott, *Inaugural Addresses*.

Many people today feel that our federal government is becoming too powerful and that it is usurping state authority. I understand this concern because we all realize the dangers involved in putting too much power in one central government. I do not believe that the important role of the states is diminishing, however, or that the effectiveness of state government is at a minimum. We all recognize that the best government is that which is closest to the people it serves. Our own history, I believe, has clearly proven this point.

There are encouraging signs of change in the trend and philosophy of the federal government toward the states. The Democratic administration has shown in recent sessions of Congress that it realizes the importance of state governments and their abilities and opportunities to serve their citizens. A case in point is the Appalachia program in which Virginia, North Carolina, and other states are working as partners with the federal government for the betterment of the people in this great region.

In the Appalachia program, the federal government has accepted state governments as full partners in the planning, as well as the operation, of this program in natural resources. Under the unique Appalachian Regional Commission, representatives of the states and the federal government work together as equals to stimulate local initiative, to resolve the complex problems of the Appalachian region, and to cooperate as equals in mutually agreeable solutions. This is an encouraging sign and the Democratic party is responsible for it.

To serve the needs of all our people, the states must be equal partners with the federal government. Too frequently in the past, the states have been the junior—or silent—partner in federal-state programs. The opposite approach is exemplified by the passage by Congress of the Public Works and Economic Development Act of 1965. This act provides for the planning of economic development programs in which the federal and state governments will work together as full partners.

This type of partnership offers, perhaps, the last chance for state governments to maintain initiative in their own affairs. If we fail, then the trend toward Washington can do little else but continue. There will be complaints about government so far away from home, about solutions offered by people who do not know or understand local problems. Unless we Democrats here in Virginia, and in North Carolina, and elsewhere do something constructive about it, the trend toward Washington will continue.

In my opinion, our Democratic party can offer the leadership, the principles, and the vision necessary to maintain equal partnership between the federal and state governments. Representing a broad base of citizens, our party must meet its responsibility in stimulating free enterprise, individual initiative, and the programs, whether federal or state, which create higher per capita income and a better life for all our people.

I am confident that the Democratic party, as envisioned by Jefferson and as led by Jackson, is vibrant and strong. Never let us forget that the bedrock of our party, indeed of our nation itself, is the individual citizen whose loyalty, patriotism, hard work, and ideals we must never betray.

President Franklin D. Roosevelt expressed it clearly when he said:

> The Almighty God has blessed our land in many ways. He has given our people stout hearts and strong arms with which to strike mighty blows for freedom and truth. He has given to our country a faith which has become the hope of all peoples in an anguished world.[116]

Thomas Jefferson never quailed before the doubters, the cynics, and the weaklings. In his first inaugural address on March 4, 1801, he asserted:

> I believe this . . . the strongest Government on earth. I believe it the only one where every man, at the call of the law, would fly to the standard of the law, and would meet invasions of the public order as his own personal concern. Sometimes it is said that man can not be trusted with the government of himself. Can he, then, be trusted with the governments of others? Or have we found angels in the forms of kings to govern him? Let history answer this question.[117]

Fellow Americans, history has answered this question—and in the affirmative. Our great nation still stands, stronger and more resolute than ever 165 years after these challenging words were spoken by Thomas Jefferson. I have every confidence, as do you, that America will remain forever the land of the brave and the free—always ready to champion the cause of free peoples in the fight against tyranny, injustice, and fear. With your help, and with the help of all Americans, we shall preserve, protect, and strengthen the United States of America for our children and generations yet unborn.

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[116] Fourth Inaugural Address, January 20, 1945, in Lott, *Inaugural Addresses*, 248.

[117] Lott, *Inaugural Addresses*, 16.

GOVERNOR'S HIGHER EDUCATION FINANCIAL ASSISTANCE PROGRAM LUNCHEON

RALEIGH

February 24, 1966

[At a luncheon held at the Faculty Club of North Carolina State University, Governor Moore announced details of the Higher Education Financial Assistance Program. He expressed appreciation for the cooperation of private lenders who were cooperating in the College Foundation, Inc., program. He then called on his audience of leaders in the financial community to join in supporting these loan programs which would make it possible for young North Carolinians who were financially poor to obtain an education. Later, on August 30, 1966, the governor issued a statement in which he announced that the life insurance industry of North Carolina had endorsed the program and had committed itself to make $1.2 million available to the College Foundation, Inc., over the next four years. Twelve insurance companies participated in this program.]

I am pleased that all of you have come here today to join with us in the establishment of an ambitious enterprise. I am proud of you for the interest you demonstrate by being present, and as I have done before and will do again, I am going to ask you to go to work with me in helping to achieve the total development of North Carolina.

We have launched many forceful and well-considered programs since I became your governor a little more than a year ago. We have put our best men to work on them, and the fruits of their labor will be durable and beneficial to the generations to come. We are trying on every front to develop the great resources that we have and to promote the realization of our full potential.

North Carolina's greatest resource is her people. They are our greatest treasure. If we can educate and equip our people, they will create a better life for themsleves and for our state in this swift and modern world. The stimulation of the human spirit and the development of the human intellect are keys to the success we seek.

It is to this end that we have worked for many months to put together a new and ambitious program for higher education. I am pleased today to announce the Higher Education Financial Assistance Program which is designed to provide loans where needed to students qualified to enter an institution of higher learning in North Carolina and elsewhere. This is a great step forward in helping our students, our colleges and universities, and the economy of North Carolina.

Simply stated, the student loan program for North Carolina is one which will entitle almost any student to borrow up to $5,000 for undergraduate study or up to $7,500 for graduate work. The loan itself will be largely guaranteed by the State Education Assistance Authority. The federal government will pay all of the interest on these loans up to 6 percent while the students are in college and 3 percent interest after graduation. Repayment is not required to begin until nine months after graduation, and adequate terms for repayment are provided to give flexibility. There is an additional deferment of three years if the student is in the armed forces, the Peace Corps, or graduate school. The federal government also will provide "seed" money to the state for a reserve to insure the loan. North Carolina's allocation of federal funds appropriated through June, 1967, is about $.5 million dollars, and will insure $5 million in student loans.

The state of North Carolina will administer the program. I have designated the State Board of Higher Education as the responsible agency for administration and the State Education Assistance Authority as the loan guarantee agency.

Any eligible lending institution in the state may lend money to students under the insured program. North Carolina is fortunate to have already in operation an experienced nonprofit student lending organization. It is the College Foundation, Inc., which serves as a collective lending agency for ninety-two banks representing 85 percent of the total assets of the banks in the state. I encourage the banks to make their $3 million available for loans under this new plan. The College Foundation is unique in the nation and its existence will help North Carolina students to take advantage immediately of the loan benefits available to them by the Higher Education Act of 1965.

But the resources of the College Foundation are not enough to meet the expected demand for loans. We hope that the savings and loan, insurance, and consumer finance industries, foundations, credit unions, and other financial institutions in the state will participate and make funds available for student loans under this partnership arrangement involving federal, state, and private resources. Lenders wishing to pool their resources with the College Foundation as a collective lending agency are invited to contact the foundation in Raleigh.

Our purpose must be to cultivate in the largest number of our future citizens an appreciation of both the responsibilities and the benefits that come to them because they are free Americans. If we are to banish ignorance, and to allow our children, as Charles B. Aycock[118] said, "to burgeon out all that is within them," we must find some ready means of removing any economic handicap which prevents or impedes the achievement of higher education.

This unique program—with your help—can be an answer. This new and unusual approach is the happy and perfect marriage between controlled and responsive government and private initiative. It is typical of the people of North Carolina to look initially and primarily to private enterprise, whenever it is possible, for the solution of our problems. In that sense, this program is exactly what might be expected of an independent people.

On the other hand, North Carolina is among the first states to implement existing federal law in this field with complementary state legislation and cooperating private capital. In that sense, our approach is extraordinary and novel. I would not be surprised to find that it becomes the model for the rest of the nation.

North Carolina can be proud of the financial contribution she makes to her sons and daughters through tax revenues used to support higher education. These reduce the cost of education to the student to the point that it is possible for most young people, who are qualified, to attend our colleges and universities. But for some, the financial problems of advanced schooling are an impediment, and it is to these problems that we turn our attention as we more fully realize that the march of progress in North Carolina will be completed only when the human resource is developed to the maximum.

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[118] Charles Brantley Aycock (1859-1912), lawyer and governor from Fremont; Ph.B., University of North Carolina, Chapel Hill; noted for efforts on behalf of education during term of office as governor, 1901-1905; noted nationally for educational activities; died while speaking to Alabama Educational Association. Crabtree, *North Carolina Governors*, 113-114; *Alumni Directory, U.N.C.*, 31.

This bold program combines the cooperative efforts of government with the genius of private initiative and permits us to invest wisely in the lives and future of our children. Under this program, North Carolina will make higher education available to the qualified student who will assume the deferred responsibility for meeting the cost, without substantial risk to the sources of private capital, guaranteed, as stated, by the State Education Assistance Authority and the federal government in joint recognition of the public need for such a program.

The banks in North Carolina have led the way in the promotion of this program, and I offer my sincere congratulations to those bankers who, some years ago, pioneered in the field of student loans. Today they see the realization of that dream.

Today I am calling on the rest of our financial community to become pioneers, too, and to join with us in making available to students the sources of money we need to serve the growing demand for private capital. I can think of no better way for you to invest your money than to pledge it to the use of our young men and women for the attainment of that pearl of great price—an education.

You will see your investment ripen and flourish as the intellectual and creative abilities of our young people are developed and expanded. You will see all the benefits of learning reflected in a better life for our people, and you will have in your debt the grateful citizens of North Carolina for generations to come.

I ask you now what I have never hesitated to ask you before: that you continue to work for the good of our people. You have never failed to respond to the call of duty.

Your demonstrated confidence in North Carolina entitles me to hope and believe that your response now will be prompt and generous. I shall, in years to come, look upon this day as a proud one and recall with great pleasure the fact that in North Carolina private enterprise still offers the best hope and the most effective means of solving our problems in education and in all fields of high and worthy endeavor.

FIFTH ANNUAL CONSERVATION AWARDS BANQUET OF THE NORTH CAROLINA WILDLIFE FEDERATION

RALEIGH

February 25, 1966

Governor Moore began his remarks with a quotation from a "Ding"[119] cartoon, the caption of which read: "When all of our natural resources have been converted to cash, what are we going to eat?" This cartoon led to a discussion of the importance of natural resources and their conservation. North Carolina, with a good climate, progressive people, and an abundance of natural resources, was in an enviable position. Soils, forests, waters, and wildlife could be used repeatedly so long as they were used wisely, and the governor discussed conservation of each briefly. Governor Moore recalled his campaign pledge "to see that a sound, constructive program of conservation would be continued and improved. . . . I renew that pledge tonight." He had also promised to see that the program of wildlife conservation and the Wildlife Resources Commission would not be used for political purposes, and the chief executive remarked that he had kept that pledge. The talk ended with these words: "Our natural resources are in good hands. We can pass on to future generations these God-given resources with the knowledge that we have used them wisely."

MEETING OF HEADS OF STATE DEPARTMENTS AND AGENCIES

RALEIGH

March 3, 1966

[Governor Moore invited department and agency heads to meet with him at the Executive Mansion to discuss problems and ways of strengthening the administration of state government. He spoke frankly to the top officials concerning aims of his administration; he urged their cooperation and promised his backing in their respective units of government.]

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[119] Jay Norwood Darling (1876-1962), American cartoonist known by the signature "Ding"; on staff of New York and Des Moines newspapers; interested in wildlife preservation; chief of biological survey, United States Department of Agriculture, 1934-1936. *Webster's Biographical Dictionary*, 389; Moritz, *Current Biography Yearbook, 1962*, 91.

Thank you for answering my call to discuss ways and means of improving the administration of our state government. Mrs. Moore and I are honored to have so many leaders in state government here at the Executive Mansion. We will make every effort to see that your time is well spent.

As a candidate for governor in October, 1963, I issued a full statement of position in newspaper advertisements published across North Carolina. As part of my first statement to the people, I said:

> North Carolina must continue to provide efficient services in the traditions of good government established under Democratic leadership many years ago. It will, of course, continue to operate under a balanced budget. As State Government grows bigger and bigger to meet the needs of an expanding population, we must not forget the vital importance of economy in government spending and operations. Economy must be practiced—not just talked about.

I repeated this theme in my inaugural address on January 8, 1965, when I said:

> Stated briefly, my administration will seek to give the people of North Carolina honest, efficient, and economical government. We shall utilize people who are skilled, creative, productive—who have a strong feeling of ethical responsibility. . . .
>
> Integrity in public service will be a watchword of my administration. The sole purpose of state government is to serve our people's needs faithfully and well. It should serve no other purpose.

PROMISE TO GENERAL ASSEMBLY

In my budget message to the General Assembly on March 19, 1965, I concluded my address, in part, with this promise:

> Let me pledge to you that my administration will make every effort to see that your final appropriations are spent in accordance with legislative intent. We shall strive mightily to achieve new economies at every level of government. We shall study the functions of agencies to eliminate duplications and unnecessary programs. Good government *is* a habit in North Carolina—and we expect to continue and strengthen that habit.

Our departments and agencies do operate within their appropriated funds and do a good job of carrying out their legal obligations and authorized programs. I am proud to be a part of state government, and I appreciate the cooperation and support which you have given me during my time in office.

ADMINISTRATION AND MANAGEMENT

It is timely, however, to discuss now how those of us who operate and direct the executive branch of state government can improve the administration and management of our various departments and agencies. Budget preparations are now under way for the 1967 General Assembly. All of us share in the responsibility of preparing comprehensive, constructive budgets which will meet the needs of a growing state and yet will not endanger our fiscal stability or reputation for efficiency, honesty, and economy in government. If anyone doubts the dimensions of the challenge facing us in state government, let us point out a few basic facts:

1. North Carolina is expected to reach a population of five million people in September of this year. According to reliable population projections, our state's population will increase by approximately a quarter of a million people in the two bienniums, 1967-1969 and 1969-1971. By 1985 U.S. Department of Commerce projections predict our population will reach six and a half million people, a 44 percent increase over our 1960 population.
2. During the past twelve years, General Fund appropriation expenditures have increased at an average rate of 21 percent from biennium to biennium. Education alone will account for 67 percent of the total General Fund dollars spent during the 1965-1967 biennium. If this percentage of the General Fund appropriation should continue until the 1969-1971 biennium, for example, the state of North Carolina would then spend more than $1 billion of General Fund dollars in that biennium for the sole function of education.
3. The state budget adopted by the 1965 General Assembly, in terms of total requirements for the 1965-1967 biennium, totaled $2.1 billion. Of this grand total, the General Fund provided $1.1 billion. North Carolina now employs 39,000 people for general government purposes, and 55,000 people in our public school system.

These few facts are presented simply for the purpose of illustrating the size, the scope, and the diversity of the governmental enterprise which we in state government must operate efficiently, effectively, and economically. As the elected chief executive, I am responsible to all the people for the administration of our executive branch of government. It is my duty to look at the goals of *all* state departments and agencies and to make recommendations to the General Assembly on the most urgent needs and requirements. Each of you has your responsibilities under the law to carry out the authorized programs and activities specified for your department or agency. Actually, we are the key members of an executive team working toward common goals and objectives which should all be in the best interest of the taxpayers whom we serve. Ours is a collective responsibility, not only to meet the demands of this biennium but to plan for the requirements of future bienniums. It is important that all of us understand our individual roles in this great enterprise.

SKILLS OF MANAGEMENT

I am sure we all understand the importance of the role of administrator. He is the man or woman who runs the show, providing responsible leadership for a specific department or agency. He must have the ability to plan, organize, and execute complicated programs which achieve measurable results. Above all, the good administrator is also a good manager. The skills of management are essential today to the successful operation of all state government departments and agencies.

A good manager certainly understands budgets and budgeting as essential tools of good government. He can justify requests for tax funds, use them effectively, and account for them with a minimum of red tape and fuss. He recognizes the absolute necessity of modern personnel management in the recruitment, training, and placement of employees.

We must always remember that dollars alone cannot measure results. Dollars alone cannot define objectives and realistic goals.

BUDGET MAKING IS POSITIVE FORCE

Tax dollars are important, of course, in the planning, preparation, justification, and execution of a department's budget. I view budget making, however, as a positive force which requires planning, coordination, and measurements of performance. Your budget is a translation into fiscal terms of the entire operation of your agency. Your budget is a plan, a blueprint, a sound structure upon which the day-to-day activities of your agency are supported. Budgeting must help agency heads, the governor, the Advisory Budget Commission, the Department of Administration, and the General Assembly to see the results of your efforts.

As you know, the budget for 1967-1969 will actually be the first budget to be prepared under my direction. I have every confidence in the capacity of the Advisory Budget Commission to deal effectively and wisely with the enormous responsibilities which face it now. With the help of the Department of Administration, I expect to give the Advisory Budget Commission my support and assistance in the preparation of the next biennial budget. This will involve a systematic evaluation of the various programs of all our state agencies.

GOOD PLANNING IS VITAL

Planning for the future of North Carolina is a major responsibility of state government in which we all share major roles. No coherent, constructive statewide planning can be achieved unless the General Assembly, the governor, the Advisory Budget Commission, and the Department of Administration understand your objectives and goals and can examine the planning you are now doing to reach those goals.

It is necessary to plan primarily because the decisions made today and the activities carried out today limit the choices that are available tomorrow. Planning is a continuous process because circumstances and conditions do change frequently. Good planning will tend to focus your management efforts more on *output* rather than input. Good planning does not confuse activity with results.

We are seeking planning that formulates policies and programs designed to satisfy a human need which is subject to change. Truly to meet that need, such policies and programs must measure up to standards which reflect the views of broad state and local interests. In like manner, responsibility for the results of policies and programs so developed must be accepted by the planners and not shunted to others. A major factor in successful planning is the ability to welcome new ideas and new concepts from any source.

A good example of the need for careful, long-range planning is shown in requests for appropriations for capital improvements. Requests for the construction of new buildings, or for the purchase of additional land, must be evaluated on the basis of how these requests will serve the interests of the state in meeting your clearly defined objectives and goals. Above all, before making any requests to the General Assembly for capital improvements, you should have determined the extent to which existing facilities are being used in order to justify your request. The capital improvement program as provided by the 1963 General Assembly is still only approximately 76 percent complete, and the capital improvement program as provided by the 1965 General Assembly is approximately 4 percent complete at this time.

BUT WHAT ABOUT OUR EMPLOYEES?

A good manager is skilled in making maximum use of people money, and time. What are we doing about people? As you know, the 1965 General Assembly created the North Carolina State Personnel Board and broadened its responsibilities. The new board has set about making a critical examination of how its staff, using the skills of modern personnel administration, can help departments and agencies to meet the many needs for trained personnel in the face of today's increasingly tight labor market. As one of its first major projects, the department has made a preliminary investigation of training resources which might be useful in assisting the training, education, and upgrading of state government employees.

A number of state departments and agencies are already training their own special employees or are having these employees trained elsewhere. The State Personnel Department is planning to extend a wide range of training opportunities to all state agencies that need them as a means of providing more efficient, productive state employees.

GUIDE TO COMPETENT EMPLOYEES

Here, briefly, is a tentative outline of these training resources:

1. A proposed pilot project for training subprofessional "community service aides"
2. The Industrial Cooperative Training Program through the public school system
3. Technical training and other special courses through the community colleges, industrial education centers, and technical institutes

4. Cooperative education at the college level
5. A degree program at the baccalaureate and graduate degree level through the colleges and universities of the state
6. A state management trainee program
7. Management seminars and in-service training for top state executives and their first-line assistants.

SEMINAR IN GOVERNMENT MANAGEMENT

In this connection, I commend the Institute of Government for offering a seminar in state government and administrative management for upper-level administrators. This seminar will begin its first session on Tuesday, March 8, and will continue until May 10. If you, as a department head, cannot attend, I do hope you will encourage your upper-level administrators to participate. The Department of Administration is cooperating closely with the Institute of Government in the presentation of this material. There are many practical, as well as educational, values to be received in these seminars.

WISE USE OF TIME

In moving our programs ahead, all of us feel the urgency of time. Wise use of time is a management skill of the highest order. As administrators, we never find enough time to do what needs to be done. But we must never stop trying to plan better use of people, money, and time. The proper utilization of personnel to secure maximum results must be planned within the limits of availability. As only one small example, if you have employees who report late to work each day, or who leave early before the workday is complete, then the state of North Carolina is not getting what it paid for in people, money, and time. The waste of manpower, tax funds, and time cannot be condoned, whether waste is small or large.

CHANGING FEDERAL-STATE RELATIONSHIPS

We all recognize that federal-state relationships have changed drastically in recent years, as the federal government has moved more and more into areas we formerly considered reserved to the states. Regardless of whether we approve or disapprove of the many federal-aid programs, the trend is well established and the new federal-state relationships are now a matter of fact. We cannot turn back the clock or reverse the tide in these basic areas of governmental service. Federal funds collected from the states are now being used in a variety and profusion of programs touching almost every aspect of our life and economy. For example, the Congress in 1965 added approximately 30 new Health, Education, and Welfare programs, giving HEW a grand total of 142 grant-in-aid programs.

Many people feel today that our federal government is becoming too powerful and that it is usurping state authority. I do not believe, however, that the important role of the states will diminish if we insist on working as equal partners with the federal government in these federal-state programs. Too frequently, the states have been the junior—or silent—partner in federal-state programs. There are encouraging signs of change in the trend and philosophy of the federal government toward the states. Appalachia and the Public Works and Economic Development Act of 1965 are two good examples.

This type of partnership offers, perhaps, the last chance for state government to maintain its initiative in its own affairs. If we fail in state government, then the trend toward Washington can do little else but continue. This means, of course, that we must have better coordination between federal, state, and local departments and agencies. It means that we as state government administrators must take the responsibility to inform others in areas of mutual interest, and we must keep open the lines of communication between our own state agencies and other levels of government. This means better coordination and better communication between federal, state, county, city, and regional organizations.

TOTAL DEVELOPMENT IS OUR GOAL

My administration is working full speed toward total development of North Carolina. We are vitally interested in helping, through programs in state government, every aspect of life in our state—our public education, community colleges, higher education, health and hospitals, public welfare, public safety and regulation, corrections, agriculture, highways, natural resources and economic development. All are important to the total development of our state.

Time will permit me to mention only two—economic development and highway safety. Economic development is essential to raising per capita income of every person in North Carolina. A growing economy will provide the tax revenue with which to pay for education, health and welfare, highways, and all our other basic services. Since economic development encompasses almost all basic governmental services, I urge you to reexamine what you and your employees can properly do to lend assistance, in any way, to the full economic development of our state.

The other subject which is very much on my mind and heart is highway safety. North Carolina now has, for the first time in history, all of the major weapons it needs to make a total, coordinated attack on traffic accidents. Through the outstanding support given by the 1965 General Assembly, we have all the major laws which appear to be needed at this time. Our action program for traffic safety is built on a foundation of laws, involving the cooperative action of law enforcement, highway engineering, driver licensing examination, driver education, driver improvement, motor vehicle inspection, research, and the administration of justice.

RESPONSIBILITY FOR TRAFFIC SAFETY

Traffic safety in North Carolina can no longer be thought of as the province of any one agency. It must command all of the state's resources and cooperation. We need and must have your active interest and support.

Please keep this shocking fact before you and every state employee: in an average week in North Carolina, 31 persons are killed, 1,000 are hurt, and nearly $6 million is taken from the state's economy. Those of us in state government must set an example in our own lives and through whatever official actions can be taken to halt this uncontrolled epidemic of highway bloodshed.

I am grateful to each of you for the services you are rendering to the people of North Carolina and to my administration. I pledge you my wholehearted support and cooperation in a new team effort to improve the administration of state government. I welcome your ideas and your suggestions concerning any ways and means of improving state government. You may be sure that the Advisory Budget Commission and I will not forget your initiative in advancing economy and the prevention of wasted manpower, money, and time. From time to time, the Department of Administration and I will be contacting you about specifics in these areas of administration.

We have a great opportunity to provide a unified leadership in government that will continue to earn the confidence and trust of the General Assembly and the taxpayers of this state. Let us remember that it is performance that really counts. We can and will achieve these goals through good management of state affairs, competent planning for future needs and programs, continued emphasis on integrity and honesty, and by constantly seeking and finding better ways and means to carry out our goals and objectives.

GOVERNOR'S COORDINATING COUNCIL ON AGING

Raleigh

March 16, 1966

[Special problems relating to the aged had long been a matter of concern to state officials. A special commission to study these problems was set up under 1949 legislation; its report was submitted to the General Assembly on January 17, 1951, by Governor W. Kerr Scott. Fifteen members of the North Carolina Governor's Coordinating Committee on Aging were appointed by Governor Luther H. Hodges in 1956; this committee continued to function as a nonstatutory body until 1965. At that time the General Assembly enacted legislation providing for the establishment of the North Carolina Governor's Coordinating Council on Aging in the Department of Administration. (*Session Laws, 1965*, c. 977.) Governor Moore made brief remarks on the occasion of the swearing-in ceremonies of the seven members of the new council.]

I am especially pleased to see the creation of this council and to have had the privilege of appointing its seven citizen members. These members will be assisted by the representatives of all state agencies involved in problems of the aging.

For too long our society has neglected to use its resources for specific benefits for its older citizens. We in North Carolina have a long history of continuing concern and deep appreciation for the valuable contributions they have made to our state. This concern has been demonstrated in the past through the tireless efforts of a nonstatutory Governor's Coordinating Committee on Aging.

Through the creation of the North Carolina Governor's Coordinating Council on Aging, the 1965 legislature, on behalf of the people of our great state, took positive action to help the elderly help themselves. I was pleased to recommend this legislation to the General Assembly. I see the creation and work of this council as a major step forward in leadership and guidance for dealing with problems of the aging.

By September of this year, the population of North Carolina will have reached five million. At that time we will have nearly 400,000 citizens who are sixty-five years of age or older. This is almost 7.5 percent of our population and represents the highest percentage of this age group in our history.

One of your first major tasks will be the development of a comprehensive state plan which will permit North Carolina to take advantage of the provisions of the Older Americans Act of 1965. The objectives of this council will be to advise me on matters of vital importance to the elderly and to recommend appropriate actions in such areas as income, physical and mental health, housing, restorative services, employment, retirement, meaningful activity, community services, and research.

We need to contribute to the environment of our elderly citizens so they have freedom, independence, and the free exercise of individual initiative in planning and managing their own lives. This will be a great stride forward in our continuing program for the total development of North Carolina.

To this new North Carolina Governor's Coordinating Council on Aging, we have brought an assembly of talent and knowledge of the highest caliber. I am especially pleased and proud of the quality of the membership of this council. I do not believe that we could have found a more knowledgeable or dedicated group of North Carolinians, and I want to thank each of the new members now for beginning this new labor and for the work which is to come.

I shall watch with genuine interest the conduct of this great work, confident that all of North Carolina will be the beneficiary.

SECOND ANNUAL GOVERNORS' DINNER OF THE DEMOCRATIC PARTY OF SOUTH CAROLINA

COLUMBIA, SOUTH CAROLINA

March 29, 1966

It was appropriate for Governor Moore, speaking in South Carolina, to recall the incident which occurred when Governor

Morehead[120] of North Carolina and Governor Hammond[121] of South Carolina met to discuss an extradition problem over a hundred years earlier. Remembering the heated discussion, with the well-known and tension-relieving "long time between drinks" remark made by Governor Morehead, Moore noted the cordial relationship between the governors in 1966, referring to Governor McNair[122] as "one of the outstanding young governors in the United States." The two states had been in friendly but fierce competition for business and industry, but both had profited thereby.

Governor Moore discussed free enterprise and dangers facing it, the strong support given the system by the Democratic party, and the role of the federal government in state affairs. Fears of an overpowering federal government were diminishing, and signs of cooperation with the states were encouraging. Cited as examples were the Appalachian Regional Commission, where state and federal representatives were working together; plans for the establishment of the Mid-South Regional Education Laboratory, which would be a cooperative venture of the Carolinas, Virginia, and the federal government; plans being made with McNair and with Governor Sanders[123] of Georgia to develop the coastal regions of the two Carolinas and Georgia through state and federal cooperation; and passage of the Public Works and Economic Development Act of 1965 in which Congress provided for the principle of equal partnership. Governor Moore felt the Democratic party could provide the leadership and vision needed "to build this concept of equal partnership," and he expressed confidence in the future of the states and the nation.

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[120] John Motley Morehead (1796-1866), lawyer and governor; member, House of Commons; Whig governor, 1841-1845; advocate of internal improvements, particularly railroad expansion, and public education; member of Confederate Congress. Crabtree, *North Carolina Governors,* 85-86; Samuel A. Ashe and others (eds.), *Biographical History of North Carolina: From Colonial Times to the Present* (Greensboro: Charles L. Van Noppen, 8 volumes, 1905-1917), II, 258, hereinafter cited as Ashe, *Biographical History.*

[121] James Henry Hammond (1807-1864), lawyer; member, United States House of Representatives from South Carolina, 1835-1836; governor of South Carolina, 1842-1844; member, United States Senate, 1857-1860; strong believer in states' rights. *Biographical Directory of the American Congress, 1774-1961: The Continental Congress, September 5, 1774, to October 21, 1788, and the Congress of the United States from the First to the Eighty-sixth Congress, March 4, 1789, to January 3, 1961, Inclusive* (Washington: United States Government Printing Office, 1961), 999, hereinafter cited as *Biographical Directory of Congress.*

[122] Robert Evander McNair, Jr. (1923-), lawyer from Allendale, South Carolina; A.B., LL.B., University of South Carolina; member South Carolina House of Representatives, 1951-1962; lieutenant governor, South Carolina, 1962-1965; governor since 1965. *Who's Who in America,* Vol. 35, p. 1484.

[123] Carl Edward Sanders (1925-), lawyer from Augusta, Georgia; LL.B., University of Georgia; member, Georgia House of Representatives, 1954-1956; state senator, 1956-1962; governor of Georgia, 1963-1967. *Who's Who in America,* Vol. 34, p. 1855; Moritz, *Current Biography Yearbook, 1964,* 387-390; *World Almanac, 1966,* 106.

DEDICATION OF NEW HOME OFFICE BUILDING, NORTH CAROLINA MUTUAL LIFE INSURANCE COMPANY

DURHAM

April 2, 1966

Citing the new building of the North Carolina Mutual Life Insurance Company as an example, Governor Moore reminded those present at its dedication that opportunity existed in North Carolina. This structure, called a "symbol of opportunity seen and taken," represented solid accomplishment by members of a minority group; it was called "a testimonial to Negro initiative. . . ." Governor Moore, as he unveiled a replica of North Carolina's seal on the building, remarked, "This occasion, I think, adds a new dimension of meaning to the motto of our state: 'To Be Rather Than to Seem.'"

NATIONAL SPORTSCASTERS AND SPORTSWRITERS AWARDS PROGRAM

SALISBURY

April 5, 1966

At a Catawba College meeting, Governor Dan K. Moore lauded sports reporters, who were, as he said, "in the day-to-day business of recording man's accomplishments." Winners for 1965 represented "the best in your profession, the cream of the journalistic crop." North Carolina, with nearly sixty institutions of higher learning, had much opportunity for intercollegiate athletics; the state had hunting and fishing, over two hundred golf courses, hundreds of lakes for swimming and boating, tennis and riding, bowling and stock car racing, all kinds of ball games, and was the southernmost state to offer skiing. Athletics provided a means of learning "the value of effort, hard work, and practice, . . . competition, desire, teamwork, . . . sportsmanship, . . . confidence, courage, self-control, poise, and discipline." Governor Moore noted the parallels between sports and business: the successful person needed "preparation, specialization, inspiration, and finally, perspiration." Complaints, at times heard about sports, often first reached the ears of sportswriters and sportscasters; the governor urged these reporters to be alert to protect the good name of athletics. Their role in the field of sports was called a vital one.

GOVERNOR'S CONFERENCE ON BEAUTIFICATION

RALEIGH

April 8, 1966

Beautification was defined by Governor Moore as being more than "just making things look pretty in our cities and rural areas." It also meant "the logical and orderly development of all of the resources of our state." For North Carolina, beautification was important; "honky-tonk" development would quickly ruin tourism as well as ruin natural beauty for the state's citizens. The period of greatest development for the Tar Heel State was still in the future, a fact which gave an opportunity already missed by areas more industrialized than North Carolina. The governor expressed confidence in the ability of the state to get the *quantity* of development needed and called for cooperation in assuring the *quality* of development that would be desirable. Cooperation of goals and action would be essential, and Moore cited as an example of wasted effort the planting of trees which later had to be removed in order to widen streets. Recommendations in the areas of natural resources, comprehensive planning, and highways challenged everyone. An Advisory Commission on Beautification was to be appointed, and the speaker said he was going to suggest that it employ a small staff to work on recommendations for legislation and funds, on publicity, on coordination of efforts of state agencies and private groups, and on rendering technical assistance. He predicted that the hard job could "have tremendous results if handled with tact, talent, and perseverance." The commission would not end the work done by the groups represented at the conference; the conference members would, instead, be given help so that they could do a better job. "Let us work together to make . . . [North Carolina] a more beautiful state and to bring about its full potential development."

FIRST ANNIVERSARY OF STATE PLANNING TASK FORCE

Raleigh

April 18, 1966

[The multiplicity of federal-state programs made necessary the provision for some system whereby affected state agencies could keep informed of provisions and requirements of federal programs. Consequently, the State Planning Task Force was set up within the Department of Administration, and John R. Hampton was employed to assist the Task Force chairman and members.]

A year ago April 9, I called you together to announce the formation of the State Planning Task Force. Many new federal-state programs were developed in 1965. Most of these were broadly conceived and crossed many established state governmental lines of responsibility. To keep all concerned informed about these programs, I established this planning group early in my administration. Over forty state agencies, through designees to the Task Force, have participated and have been of great value in promoting objective, constructive planning that will lead to maximum benefits for our people from well established and also new state-federal programs and projects. Among these are programs provided by the Appalachian Regional Development Act, Economic Opportunity Act, Public Works and Economic Development Act, Land and Water Conservation Fund Act, Housing Act, State Technical Services Act, and legislation in health and education.

The designees comprise the Task Force—and have worked cooperatively and capably with its small group of full-time professionals.

Today I would like to review some of the accomplishments which you have shared in bringing about and indicate some of the challenges we face in bringing about the healthiest partnership of local, state, federal, and private agencies.

The formation of the Task Force is in keeping with a long-range planning provision defined in the 1957 act which created the Department of Administration. The Task Force was precipitated by the passage of the Appalachian Regional Development Act, the first of many pieces of federal legislation passed by the Eighty-ninth Congress which necessitated a multiagency approach on the part of the states. The Task Force has been the focal point for the state's administration of this planning and development program for our twenty-nine-county part of the Appalachian area. This program will greatly increase capital investments in highways which are badly needed in the area so we can better use existing and proposed facilities. It will also increase funds for hospitals, sewage disposal plants, vocational education, and land improvement. This program is organized to give us an important new opportunity for the state to exercise responsibility and contribute to the growth of our democracy.

The Honorable Woodrow W. Jones[124] of Rutherfordton was appointed as my representative on the Appalachian Regional Commission and as the first director of the Task Force. Mr. Jones provided unusual talents to inaugurate this comprehensive approach to the development of the region. He is a former congressman with broad experience in dealing with federal agencies. He is a resident of the area to be served and is acquainted with members of the leadership group there.

A month or so ago, I realized that the scope of work performed by the Task Force had broadened to the point that it would be an undue burden on the time and energy of Mr. Jones. Consequently, I appointed Wayne Corpening as my coordinator for economic development and director of the Task Force. Mr. Corpening will spend a large share of his time with the Task Force and has brought new ideas and energy to it. Mr. Jones will continue as my representative on the Appalachian Regional Commission; the Task Force will provide staff services for him.

A few weeks ago I met with over one hundred of the major industrialists of the Piedmont Crescent to secure their participation and involvement in mounting a comprehensive planning and development program for the crescent. The area to be served will include other counties of the Piedmont area directly related to those in the crescent. These leaders unanimously adopted the idea and are presently engaged in raising the necessary nonfederal funds to finance the first year of this continuing program.

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[124] Woodrow Wilson Jones (1914-   ), lawyer from Rutherfordton; educated, Mars Hill College; LL.B., Wake Forest; state representative, 1947, 1949; World War II veteran; elected to Eighty-first Congress, serving from then until January 3, 1957; did not run for renomination in 1956, but returned to practice of law following term of service. *North Carolina Manual, 1949*, 457-458; *Biographical Directory of Congress*, 1141.

Recently I have had conversations with Governor McNair of South Carolina and Governor Sanders of Georgia with the shared purpose of developing a comprehensive planning effort for the coastal plain areas of the three states.

These three planning efforts will provide us with a framework to guide our decisions concerning the development of the whole state. It is interesting to note that financial assistance for the programs will come from three somewhat interdependent federal agencies: Appalachian Regional Commission, Department of Housing and Urban Development, and the Economic Development Administration.

The most recent, and probably the most dramatic, federal program for human resource development is provided by the Economic Opportunity Act. It has many programs. The best known are in child development (Headstart), youth development (Neighborhood Youth Corps), and adult basic education. I hope the provisions of this act will be wisely used for human resource development in all areas of our state. Probably the most important part of this legislation is the creation and stimulation of community action agencies, whereby local people can band together and develop beneficial programs. The Task Force provides technical assistance upon request to these community action agencies. This is an important way the state can lend its assistance. The state can help provide a tool of progress which the community can take and use to its best advantage.

We have begun two programs related to the economic opportunity program. The Task Force is conducting a demonstration project in low-income housing to help solve the problem brought about by so many of our citizens with inadequate places to live. The Task Force is also providing assistance to municipalities in coping with the many problems created by urbanization. On Wednesday of this week, I will meet with advisory committees I have appointed to work with problems of low-income housing and urban affairs.

The Task Force serves as our agency for matters pertaining to the Public Works and Economic Development Act. Applications for projects spawned by this program are reviewed and evaluated by the Task Force before they are submitted to Washington.

The planning needed to implement provisions of the Land and Water Conservation Fund Act required the cooperative participation of several state agencies, including the North Carolina Recreation Commission, Division of State Parks, Wildlife Resources Commission, Department of Archives and History, Highway Commission, and others. The Task Force has served as the focal point in developing this plan.

I want us to use all of the resources available from federal, state, and local sources for the maximum benefit of present and future citizens of North Carolina. In this process we should seize every opportunity to strengthen the state as a unit of government and at the same time free local units of government to strengthen themselves. This is what I mean when I say the goal of my administration will be the total development of all of the resources of all of North Carolina.

I urge you to share this purpose with me. I am convinced that we cannot have a coordinated teamwork approach unless we share this general purpose.

Now let me make a few comments about the coordinated teamwork of state agencies. Coordination is becoming a very popular word. Many people are saying we must coordinate or perish. Frequently it appears that everybody would like to see everybody else coordinated. Everybody seems to want to coordinate but everybody is reluctant to be coordinated. This comes about because of a misconception of coordination. We want to develop a type of coordinated teamwork that will be nonthreatening to the valid operations of any agency. We want a type of coordination that is constructive and not destructive. We want a type of coordination that encourages the initiative, energy, and autonomy of our agencies.

I know that excellent communication of information between and among us is basic to a coordinated teamwork approach to our mission. We must have mutual confidence and a common purpose. I am convinced that our success or failure is related to the degree to which we can pool our resources with no threat to the identity or vigor of any one of us. It is encouraging for me to think that we can carry this off with more success here than in any other state of my acquaintance. To build a unity in which diversity will flourish is consistent with the North Carolina way.

We are all members of the same team—working together toward the same basic goals and objectives. By careful planning and constructive coordination, we can achieve maximum results at minimum costs for the greatest number of North Carolinians.

GOVERNOR'S LOW-INCOME HOUSING COMMITTEE

RALEIGH

April 20, 1966

The governor, who had called together a committee named to consider and advise on the matter of low-income housing, remarked that the state had minimum codes relating to construction but had never gotten into the matter of actual building. Profit motive provided incentive for the building of housing in the range of ten to twelve thousand dollars and over. For the low-income groups, however, the story was different. Homes in many of the residential areas needed to be brought up to standard, and the governor expressed confidence in the ability of this group to do the job. All of its members were associated in one way or another with home building—architects, contractors, developers, and the like. Moore had asked the State Planning Task Force, with the aid of this committee, to seek solutions. A new source of risk capital, newer and better ways of construction, new materials, and time-saving devices, were needed. Governor Moore reported his request to members of concerned federal agencies to become part of the committee, reminding the members that citizens, when aroused, would work to solve a problem. Adequate housing was deemed a goal worthy of the best efforts of the experts in attendance; aid of state government was promised. In conclusion, committee members were urged "to think 'big,' to act unselfishly, and to come up with a long-range program that is in the best tradition of this great state we all serve and love so well."

TOTAL DEVELOPMENT MEETING

WILSON

May 2, 1966

[In a series of "total development" meetings, Governor Moore took occasion to discuss both progress and problems in North Carolina. Beginning in Wilson on May 2, the governor discussed agriculture, industry, education, local communities, and other phases of what he termed "total development." In sessions held in Camp Lejeune on May 3, in Winston-Salem on May 4, in Charlotte on May 5, and in Asheville on May 6, Governor Moore followed the same general outline as that used in his Wilson speech, but he adapted each talk to the conditions of the particular area he was addressing.]

This has been a good day for North Carolina. All of us are proud of our state today and there are no finer people anywhere than those we call neighbors. But, as your being here today indicates, we are not satisfied with the present. Yes, this has been a good day for North Carolina. Because of it, tomorrow will be even better.

I am more confident than ever before that total development can be a reality in North Carolina. Your interest and your abilities insure success of this program. As you heard this morning, every resource of state government stands ready and able to assist you and your communities' progress in the months and years ahead.

All aspects of our way of life in North Carolina are important in this program. Total development must come to natural resources, to our capital resources, and especially to our human resources. All of our citizens must fully utilize the tremendous opportunities here in North Carolina. Problems remain, but with them is unlimited potential.

What do we mean when we talk about the total development of North Carolina?

We are talking about improving, to the highest degree possible, every aspect of life in our state.

It means providing better schools and colleges for our people to prepare them for jobs and careers; adequate, safer roads and highways to get them to school, to work, to church, or to leisure-time activities; better hospitals and other basic services to protect their physical and mental well-being; better opportunities for cultural advancement.

It means, in short, across-the-board improvement in opportunities for all North Carolinians to develop and use their talents to the best of their ability—to enjoy useful and productive lives.

How do we accomplish total development?

The process starts with "More and Better Job Opportunities," which is our great concern here today.

More jobs, better jobs, will mean a higher per capita income for our people and will put a better life within their reach.

A dynamic, expanding economy will produce higher tax revenues, which in turn will permit expansion and improvement of our educational programs, our highway system, our hospitals and mental institutions, and other essential services.

How do we generate more and better jobs? We do it by expanding each sector of our economy—by becoming more competitive with other states and regions of the country. Let's take a brief look at where we are and some of our potentials in what we have come to recognize in North Carolina as the major divisions of our private economy—agriculture, industry, and travel and recreation.

Agriculture is still a very important segment of our total economy. It is even more important in this twenty-seven-county area. Gross income from agriculture in the state increased from about $733 million in 1955 to about $1.4 billion in 1965. This is a 96.7 percent increase. In this twenty-seven-county area, agricultural gross income increased from about $293 million in 1955 to about $462 million in 1965. This increase was considerably less than that for the whole state—63 percent. This is due to overdependence on tobacco, which has been the backbone of our state's agricultural economy, but which at the same time has retarded your area's diversification into animal agriculture and food production.

It encourages us to reflect on our record of progress in the past. Certainly it is more important, however, that we take a hard look at the future. Where will we be ten years from now? We can make our record of progress over the past ten years look bad by comparison if we really exploit the potentials that we have.

A few of the agricultural commodities in which your twenty-seven counties have good prospects for expansion include commercial pork, beef, horticultural crops, soybeans, and forest products.

We have some very good reasons for believing that this potential exists.

For example, we consume in this state over 354 million pounds of pork annually. This represents nearly a million more hogs than we slaughter. We have meat packing plants in the state that are operating at less than capacity because of limited supplies. Our pork producers not only have good markets within North Carolina, but they also have access to the large southeastern regional market area which continues to be a deficit producing area.

The annual consumption of beef in the state is about 392 million pounds, almost 300 million pounds more than we produce. Annual consumption of both pork and beef is expected to expand rapidly as our population and income rise. In beef as well as pork, the southeastern market has a large annual production deficit.

The demand for horticultural crops will expand also as population and income increase. It is significant that these crops constitute about 47 percent of the American diet. North Carolina has a fresh market advantage over many areas in nearness to markets and availability of labor. We have good food processing potential for efficient and well-capitalized plants. The new sweet potato processing plant nearing completion in Wilson is an example of what is possible if potentials are exploited.

Over the past ten years we have made tremendous progress in generating more and better jobs in industry. Between 1955 and 1965, 297,764 industrial jobs were created with a payroll of about $983 million. These jobs were created by 5,282 new and expanded industries representing a capital investment of nearly $3 billion. In your twenty-seven counties, you generated nearly 42,000 new industrial jobs with a total payroll of about $136 million.

Certainly, we must move forward at a rapid pace in creating new industrial jobs in order to take up the slack in agricultural employment resulting from mechanization and increased productivity. Our industrial growth in 1965, a record year, shows we are accelerating our pace. Last year, 538 new and expanded industries, with a capital investment of over $482 million, created 37,042 new jobs in North Carolina. We also have been making progress in improving the quantity and quality of our industries. A few of the industries for which your area has excellent expansion potential include chemicals, food processing, and electrical machinery and communication.

The phosphate mining operation in this area has established the basis for development of a major chemical complex. Last week's report of one of the major company's plans for doubling its operation should bring such development nearer. The plans to develop your port facilities, particularly the $9.5 million bulk phosphate operation, will certainly increase your potential for further expansion. North Carolina is the leading state in the nation in textile manufacturing, which uses large quantities of chemicals. There will continue to be a large market for fertilizers and chemicals for our agricultural economy.

There are many reasons why this state, and particularly this region, have a strong potential in food processing. We have the production capacity and the markets. This type of industry serves the double purpose of increasing opportunities for farmers and providing jobs for nonfarm workers.

We are increasingly in a better position to support high wage industries in the state. These types of industries combine lots of capital with labor in the production process. This means that labor must be highly educated and trained. We are competing and will continue to compete for more electronics and other industries with high technical requirements in the future.

Travel and recreation, broadly defined, extend the length and breadth of North Carolina's economy. In 1965 over ninety-three thousand people were employed in businesses serving and transporting travelers. Businesses serving travelers in the state had receipts in excess of $1.2 billion in 1965. This is an increase of about 9 percent over 1964 and about 235 percent over 1948. In your area, total travel expenditures exceeded $101 million in 1965—an increase of 228 percent over 1948.

The opportunities for further expansion of the travel and recreation industry in the state and particularly in your area are tremendous. Increasing population, incomes, and leisure will insure continued growth in the demand for recreation. North Carolina has demonstrated it is capable of getting its share of the national market.

Recreation takes on many forms, and each area and community of the state must decide how it will develop its recreation resources. Some of the basic types of recreation, and why we have potentials for development, include:

1. High density recreation areas. You have tremendous water resources suitable for boating, skiing, bathing, and other water sports. Also, you have a coastal area with a tremendous development potential for this type of recreation.

2. General outdoor recreation. This area of the state has an abundance of native fish, fowl, and game adaptable to hunting and fishing preserves. The demands of cramped city dwellers for the opportunity to enjoy nature and open spaces makes this an exciting potential.

3. Natural environment areas. The newly authorized Cape Lookout National Seashore offers excellent opportunities of this sort.

4. Historic and cultural sites. This area of the state is steeped in history. We must tie the historic and natural resources of the area to man-made resources to develop the total recreation potential.

I cannot emphasize too strongly the vast effort we must undertake to turn possibilities into accomplishments for North Carolinians.

This is why I have asked you to meet with me and other officials of state government today. What we want to do, and must do, is to unite your efforts and ours into a partnership for progress for all of North Carolina.

Your speakers this morning told you about major activities of state government which contribute to development in roads, in agriculture, industrial promotion, education, and state finances. Effective use of these by you is a vital element to the process of growth and development for our state.

A problem of increasing concern, in your area as well as other areas of the state, is the growing need for training directed toward jobs in manufacturing.

Our system of community colleges, which also includes technical institutes and industrial education centers, gives us the ability to train the untrained and advance the skills of those already trained. Only by keeping abreast of technological changes and the demands of technology for more and better-trained people can we expect to continue our rapid pace of industrialization.

Currently, however, only 32 percent, or slightly more than four thousand, of the total enrollment in all forty-three units of the community college system are oriented toward manufacturing. Yet the Employment Security Commission tells us that on any given day our existing industries would employ all four thousand of these skills. We expect to add more than thirty thousand new jobs in North Carolina this year.

As a step toward encouraging more technical training, I am pleased to announce a cooperative program in civil technology to be offered at the W. W. Holding Technical Institute in Wake County.

Under this program, students will alternate periods of study at the institute with periods of paid employment with the State Highway Commission for on-job training. They will be working toward degrees in civil technology. Students from throughout the state will be eligible for this program.

We hope similar projects can be developed at other units of our community college system. This will depend largely on your wishes and your determination of local needs. I hope you will review the progress of those units which serve your communities and assist them in fitting their courses to these needs.

The important role that a state institution of higher learning can play in the development of an area or region is typified by East Carolina College. I am proud of the progress that this institution is making and I, like you, am grateful for its outstanding record of service.

Taking advantage of your opportunities calls for careful planning, much of it on a regional basis. The state of North Carolina is working now with South Carolina and Georgia on a cooperative program for developing our coastal areas. We are examining the possibility of establishing a regional planning organization to be financed in part by federal funds. This group would be concerned with economic development problems and opportunities in all counties of the three states below the fall line.

Coordination of planning among all our development organizations, state and local, will be essential to the effective operation of cooperative state-local programs and state-federal-local programs. This is being accomplished through Wayne Corpening, my coordinator for economic development, and the State Planning Task Force. I established the Task Force last year to provide planning assistance in federal programs and projects which involve more than one state agency.

I urge you to make use of all the state services and means of assistance that have been discussed today. Ask questions about them, and find out how we in state government can help you help yourselves.

Following this particular session, state officials and others will have group meetings to hear your questions and give you answers. If you have suggestions that may improve state services, we want to hear them, too. Success depends on how much you bring local leadership and local initiative into our joint efforts. Total development depends on you. Think about that. And think about questions like these:

Is your community working for its own total development?

Are you encouraging your young people to become educated and trained for better opportunities?

Are you fully aware of the educational resources of your community? Are you proud of your schools? Are you working to improve them?

Are you trying to improve your hospitals?

Are you encouraging the development of libraries, cultural programs, parks and historic sites, and recreation facilities in your community?

Are you supporting efforts to beautify your community and the adjoining countryside?

Things like these, and many more, go into the making of a good community, where people live the good life.

This is the kind of community in which others want to live and work—the managers of new industrial plants and new businesses. This is the kind of place that attracts tourists and holds them longer. It is important to remember that others who look at your community appraise the total community.

I know we can build a state of the right kind of communities.

My faith in you and other forward-looking North Carolinians justifies my confidence in the future of your area and of all our state. Working together, we can and will give unprecedented impetus to the economic, educational, and cultural growth of North Carolina. Through total development, we will assure a better life for all our citizens, both for today and for tomorrow.

MEETING OF LEADERS IN STATE-SUPPORTED HIGHER EDUCATION IN NORTH CAROLINA

Raleigh

May 12, 1966

Continuing the series of meetings with leaders in state government and education, Governor Moore discussed with representatives from the field of higher education ways and means of improving the situation in the state. He had met on March 3 with leaders from state government and on April 26 with community college representatives. Moore recalled his commitment to improvement of educational resources and also to honest and efficient and economical government. Budget making was called "a positive force for good administration," and budgets were termed blueprints. The governor realized the fact that requests would exceed income, but he also called attention to the potential growth of population and to expected increases in the General Fund. Education, including that for training beyond the high schools, had received more money than ever before.

The Board of Higher Education had been strengthened by the 1965 General Assembly; it had also been given additional duties as a result of the enactment of the federal Higher Education Act. The board had responsibility growing out of the administration of the Governor's Higher Education Financial Assistance program. With all of these duties, it was inevitable that planning was needed. While a ten-year plan was being developed, the board was also preparing a two-year interim plan which would provide guidance in basic areas. Each institution of higher learning would need to cooperate by studying its own operations. Governor Moore stated that the guides would be updated each two years. He stressed the need for careful planning, including the area of capital improvements. Without adequate information, the governor, the Advisory Budget Commission, and the General Assembly could not act wisely. Again Moore expressed his belief in the wisdom of the one-university concept as he called for responsible leadership and teamwork to assure maximum use of resources.

FIFTY-SEVENTH ANNUAL GRADUATION EXERCISES OF EAST CAROLINA COLLEGE

GREENVILLE

May 22, 1966

[Because there had been much discussion as to the possibility of university status for East Carolina College, Governor Moore took the commencement occasion to discuss the future of the school. While not condemning the idea outright, he stressed the role of the Board of Higher Education and its ten-year plan and urged the cooperation of East Carolina as well as of other institutions of higher learning. The college succeeded, nevertheless, in becoming a university when the 1967 General Assembly saw fit to provide for a system of regional universities apart and separate from the consolidated university.]

It is a pleasure for me to be here today and to have this opportunity to participate in the fifty-seventh annual graduation exercise of East Carolina College.

This institution holds a place of leadership in higher education in our state. It has earned this position through determined efforts to establish itself firmly in service to the people of North Carolina.

Its emergence as a major educational force in the life of our state, particularly the eastern region, has coincided with the beginnings of a time of new and richer opportunity for eastern North Carolina.

Both will continue to grow and make progress together. I have great faith in the future of eastern North Carolina. I have confidence that East Carolina College, a key factor in the future of this region, will remain in the forefront of its advancement and realization of its tremendous potential. One of the great assets of eastern North Carolina is the feeling of regional pride by its people and communities. There are close ties which bind together this great region. May I point out that I can understand, from firsthand experience, the value of regional pride. After all, I have lived all of my life in western North Carolina, a great area of our state which in many ways has been more remote from the total life of the state than eastern North Carolina. Our mountain people have had more than their share of problems, too.

Yet we must realize, whether we live in the East, the Piedmont, or the West that we are all North Carolinians. With our southern heritage, we have an abiding faith in the kind of independence and freedom that make for growth in either an individual, a community, a state, or a nation. We believe in the preservation of the initiative and personality of the individual, of the local governmental unit, and of the state. Our regional ties must never blind us to the total needs of our state and our great nation.

In our state, the responsibility for tax-supported higher education rests with the state of North Carolina. The administration of state-supported higher education is a part of our executive branch of government. As the elected chief executive, I am responsible to the people of North Carolina for the administration of this executive branch of government. It is my duty to look at the goals, objectives, and progress of all state institutions, departments, and agencies. It is then my duty to make recommendations to the General Assembly on the most urgent needs and requirements for our public schools, higher education, health and welfare, public safety and regulation, natural resources and recreation, and agriculture.

Higher education is a major responsibility which I support wholeheartedly. I am as concerned with the growth and progress of East Carolina College as I am with the growth and progress of our other eleven state-supported senior colleges and the University of North Carolina. I am impressed with the remarkable growth which East Carolina has achieved under the dynamic and aggressive leadership of your president, Dr. Leo Jenkins.

Along with other interested North Carolinians, I have listened carefully to Dr. Jenkins's ambitious plans for the future role which he thinks that East Carolina College should play in meeting the higher educational needs of our state.

There is certainly nothing wrong with a college president being ambitious to improve the quality and quantity of educational offerings at his institution. Each of our college presidents and the president of our university should be ambitious, forward-looking, and eager to contribute answers to our many challenges in higher education. From the diversity of our many tax-supported institutions of higher education should come many new ideas, new concepts, new programs, and new vitality for academic excellence.

Dr. Jenkins's ambitions have been properly channeled through the Board of Trustees of East Carolina College, and from this board to the State Board of Higher Education, which has the responsibility under law for the statewide coordination and planning for tax-supported higher education in our state. I am confident that the State Board of Higher Education will give objective, thorough consideration to the recent request from the East Carolina Board of Trustees.

As you know, the Board of Higher Education and its staff are hard at work on the development of a ten-year plan for higher education in North Carolina. The proper development of this plan for higher education will require an individual plan from each state-supported institution of higher education. Thus, statewide plans for higher education will result from an analysis of the plans of all our individual institutions. This will require the active participation and cooperation of each institution. I know that Dr. Jenkins, his administration, the faculty, and the trustees will cooperate fully in this great task for our state.

This is a time for unity of purpose and hard work in the cause of higher education. This is a time for us to plan together based on full and open cooperation between all institutions and agencies. It will require unselfish effort and objectivity on the part of everyone concerned. It is a time for responsible leadership and teamwork.

North Carolina believes in higher education. The general assemblies have appropriated ever-increasing amounts of tax dollars to our institutions of higher learning until today our state has increased its per capita appropriation per student by five times in the past fifteen years. The 1965 General Assembly appropriated for higher education in this biennium a total of $109 million, an increase of $29.9 million over the past biennium, or approximately 37 percent more than appropriations for higher education for the last biennium. Appropriations for new capital construction at our institutions of higher education totaled almost $35 million. Available federal funds and funds from other sources increased our total building program to $125 million. Of this amount, approximately $17 million will be spent for construction on the East Carolina campus.

These graduation exercises emphasize the value of one of our greatest resources—the educated young man and young woman. When you receive your diplomas as graduates of this institution, I want to emphasize the responsibilities which you must accept as educated citizens in a state and nation which desperately need the leadership and service of educated young people. I hope you will always be committed to the cause of education, whether through public schools, technical institutes, junior colleges, community colleges, senior institutions, or continuing adult education.

Your education does not cease with this graduation ceremony. The aims of a continuing education have been well described:

1. To educate and reeducate for participation in the world of work. The economic significance of education has never been more important in our complex society.

2. To produce the informed citizens without whom a free society cannot endure. Educated citizens must understand and interpret the kind of world in which we live. They must know our history, our heritage, and what the present requires. Education for citizenship is a lifelong assignment.

3. To promote individual growth and fulfillment. It has been often said that the discovery of one's own capacities is so difficult that most human beings go through their entire lives only partly aware of the full range of their abilities. Through learning and self-examination we establish standards and values which do not change. We maintain an unshaken faith in God, in the dignity and inherent value of the individual, and the need for a family-centered home.

As new college graduates, you will be looking forward to new jobs, new opportunities, and new challenges. Many of you, I hope, will continue in graduate work or continue in active roles of teaching, research, and other tasks involved in education here in North Carolina. Whatever your aims may be, I urge you to remain in North Carolina and to be a part of the great future of this state and region.

North Carolina needs you, your talents, your creativities, and your abilities. I am confident that you who choose to devote your lives to North Carolina and our people will never regret that decision.

I extend congratulations to each of you upon the completion of this stage of your education which your degree symbolizes. In your new standing as educated citizens, and in your assumption of new responsibilities, I wish you every success in the years ahead. Good luck!

FOURTEENTH ANNUAL CONVENTION OF NORTH CAROLINA STATE LAW ENFORCEMENT OFFICERS ASSOCIATION

DURHAM

June 21, 1966

Though North Carolina was enjoying a period of progress, a grave problem existed in the increasing disregard for law and order. Bombings and threats of bombings, increase in the crime rate (more than 4 percent above the average increase for the nation as a whole) during the five-year period through 1964, and a period of extreme stress and confusion were unsettling conditions. The governor, having been a solicitor and a judge, was particularly aware of the problem. While law enforcement was primarily a problem for local authorities, the governor promised use of state authority when needed to suppress crime. In the course of his address, he mentioned the Law and Order Committee and told of its organization and functions: representatives of the Attorney General's Office, the State Bureau of Investigation, the Department of Motor Vehicles, and the Department of Administration as well as local law enforcement officers, would work together to see that law and order were maintained; the committee would give special attention to potential violation of the law by the Ku Klux Klan because of the extremist nature of the organization. Local representatives understood, said the governor, that the state was interested in local problems and would lend support though maintenance of law and order was primarily a local function. Moore pointed out the fact that laws provided means whereby dissatisfied citizens could seek relief, that "No cornfield rally can turn back the clock or reverse the tide of change which is sweeping across our state and nation." He commended the Good Neighbor Council and the results it had obtained in the area of human relations. In the end, North Carolinians working together within the law to build a better state for their children and for future generations, would "rise above the tensions of the day."

GOVERNOR'S ADVISORY COUNCIL FOR STATE TECHNICAL SERVICES PROGRAM FOR NORTH CAROLINA

RALEIGH

June 23, 1966

The Governor's Advisory Council for the State Technical Services Program for North Carolina had held its first meeting on April 7, 1966, at which time Governor Moore spoke. At that time the council had recommended approval of a five-year plan of work. At the June 23 meeting Governor Moore reported that both the five-year plan and an interim first-year program had been approved by the federal Department of Commerce and the one-year plan funded in the amount of $85,545. Educational institutions qualified under the Technical Services Act were participating. Examples of progress were cited to show how developing new technology would be available as a service to the people of the state: a Technical Information Center had been established at North Carolina State University Library, whereby a reference source for technical publications would be provided; the Industrial Extension Service had been expanded and would contact over a thousand business, commercial, and industrial plants so as to inform them of opportunities available by the State Technical Services Act Program; arrangements had been made whereby Wake Forest College would offer special courses in business management; North Carolina State University was preparing two educational television courses requested by industries of the state; and a series of conferences dealing with mineral processing was being developed by the Mineral Research Laboratory in

Asheville. The governor asked the council to consider a comprehensive proposal for technical assistance to North Carolina industry. Participating organizations would consist of the Board of Science and Technology, North Carolina State University, the Research Triangle Institute, the University of North Carolina at Chapel Hill, and Wake Forest College. The new program would run from October 1, 1966, through September 30, 1967. Details of the recommended program were presented to the group following the governor's remarks.

CONFERENCE OF BUSINESS LEADERS ON STATEWIDE PLANNING AND DEVELOPMENT

RALEIGH

June 23, 1966

[This conference of business leaders was held so that the governor could explain to, and solicit cooperation of the group in setting up an organizational structure which would assure the reality of the object of total development. He discussed the Appalachian, Piedmont, and Coastal Plain regions in some detail as he outlined plans and programs which he intended to put into effect.]

Total resource development has been set forth as the major economic goal of this administration. This concept has been explained to you before and I shall not elaborate on it at this time. Let me say, however, that this type of overall goal is very important in keeping our total planning efforts in the right perspective.

If we are to achieve our total development objective, it is essential that we have an effective organizational structure for planning. I have established the State Planning Task Force to spearhead and coordinate the overall planning effort. The organizational structure for effective planning and development, however, must extend to all areas of the state. It must incorporate all levels of government and all groups that are concerned and which are capable of making a contribution to total development.

We are in the process of formulating additional organizational units that, when combined with the existing structure, will form the basis for a statewide planning effort. This organizational structure is outlined on the map that is included in a kit of materials which you have. You will notice on the map that in the West, we have the Appalachian Regional Commission which includes twenty-nine counties. The Geographic Piedmont, which incorporates the Piedmont Crescent, borders the Appalachian Region. This region includes thirty-five counties. A proposal has been presented to the Office of Regional Economic Development to establish a Coastal Plains Regional Action Commission in cooperation with South Carolina and Georgia. Every county in the state will fall within the confines of one or more of these regions. Some of the border counties will be included in more than one group because of their close association with and importance to each region.

I would like to make a few comments regarding each of these regions and bring you up to date on what is happening.

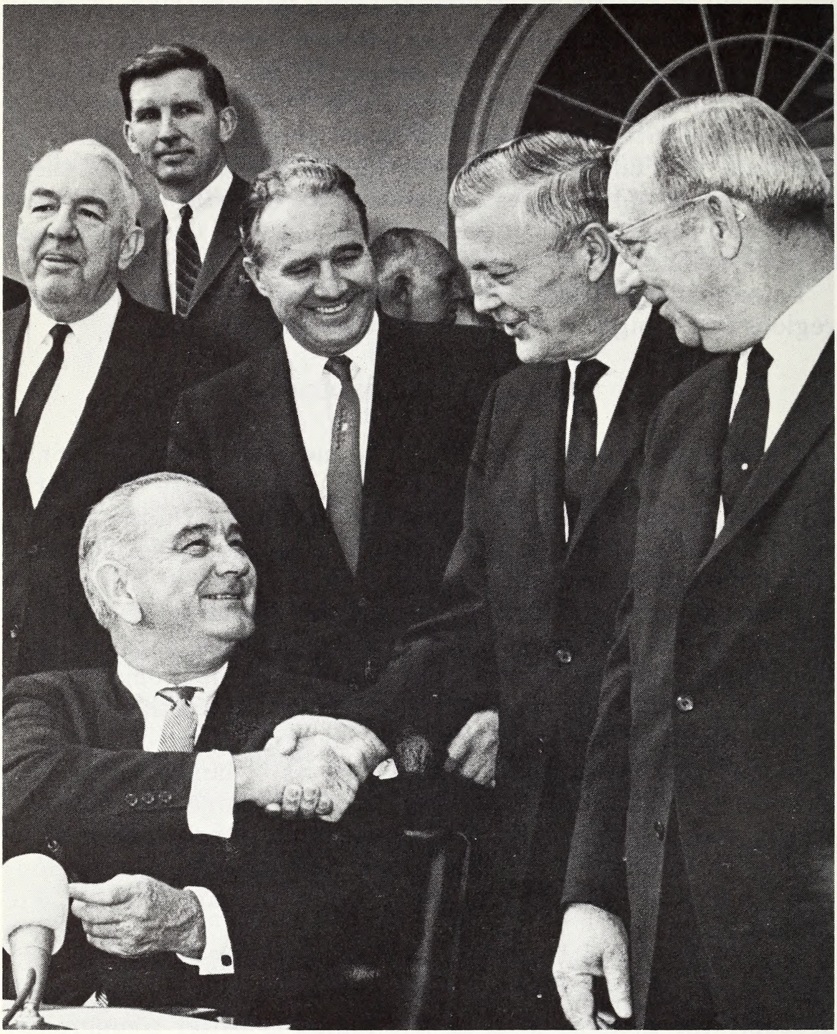
THE APPALACHIAN REGION

The Appalachian region is the only one of the three mentioned that is fully operational at this time. You are aware that North Carolina is one of eleven states cooperating with the federal government in attempting to accelerate the rate of development within the total Appalachian region.

I want to commend former Congressman Woodrow W. Jones of Rutherfordton, my representative on the Appalachian Regional Commission. He has done an outstanding job in promoting the rapid initiation of sound development projects in North Carolina.

This region of our state is a very important part of our total economy. It contains some 7,629,440 acres of land area. It is a storehouse of natural resources, including minerals, forestry, water, and scenic beauty. More important, nearly one million people live in this region. These people need assistance in developing their total resources in order to participate fully in our modern economy.

Many studies have been made to determine the basic development needs of Appalachia. These studies generally agree that probably the greatest need in this region is better communication and transportation facilities to break the barriers of isolation. In addition, new sources of employment are sorely needed. Even with our present state of general overemployment in the nation's economy, the unemployment rate in this region is about 5.6 percent. Better jobs are needed as well as more jobs. The estimated per capita income level in 1965 in the region was still only $2,100.



Governor Moore, who felt particular concern for the Appalachian area, shakes hands with President Lyndon B. Johnson on the occasion of the signing of the Appalachian Bill, March, 1965. Standing immediately behind President Johnson, in this photograph taken in Washington, are, left to right, Senator Sam J. Ervin, Representative Roy Taylor, Governor Moore, and Senator B. Everett Jordan. (Photograph from Dan K. Moore Photograph Album, courtesy of Governor Moore.)

These are just a few of the needs in the Appalachian region. In our total development program, the entire range of social and economic problems needs to be studied and the proper treatment applied. This is what we hope to do in our long-range planning effort in the region. We have made a good start during this past year. Already, 53 of the 197 miles of highways proposed under the Appalachian program have been approved for construction. Three major highway corridors are planned under this program to connect the region with major trade areas within this state and other states. The opening of these corridors will be of as much if not more importance to other regions of the state as they will be to the Appalachian region itself.

In addition to the highway corridors, some of the major projects that have been approved for federal funding in the Appalachian region include: (1) the tri-county District Education Center located at Murphy, (2) Mt. Airy-Surry County Airport, (3) Bald Mountain access road, (4) a library for Clay County, (5) a sewage treatment plant for Old Fort, (6) the Asheville-Buncombe Technical Institute, (7) a vocational education high school in Avery County, and (8) the establishment of local development districts. Nearly one-half million dollars has also been allocated to the state for watershed development in the region under this program.

The public investments in the Appalachian region to date have been allocated to some rather obvious needs. In the future, more careful study of various alternative needs will be necessary. The really difficult planning problems are just beginning. To get the job done, we are seeking to get all of the local development districts in operation as fast as possible. These districts are outlined on the map included in the materials that will be given to you. Two of these districts—the Southwestern and the Upper French Broad—are currently staffed and in operation. Offices for these districts are located in Sylva and Asheville. Two other districts will begin operations as soon as a suitable staff can be recruited. One of these—the Isothermal—will have an office in Rutherfordton. The other—the Blue Ridge—will have an office in Wilkesboro. We are sure the other three districts will also be in operation in the very near future.

I am pleased to announce that the firm of Hammer, Greene, Siler Associates has recently taken a contract to prepare an economic base study of the Appalachian region in North Carolina. This study will be financed under section 701 of the Federal

Housing and Urban Development Program. It will provide a sound foundation for the preparation of a long-term public investment schedule for the region. Such a schedule will be required in the future in order to have projects considered by the Appalachian Regional Commission. It will be of value to the state in allocating all kinds of funds to programs that will result in the maximum development payoff. The economic base study is scheduled to be completed in September of this year.

THE GEOGRAPHIC PIEDMONT

The Piedmont region that borders the Appalachian counties also faces many planning and development problems. Although the problems in this region are quite different from those in Appalachia in terms of priority, they are equally as important to the total development of the state.

When I refer to the Geographic Piedmont, I have in mind a larger area than is included in the Piedmont Crescent. It is essential that we tie these bordering counties to the planning activites associated with the crescent area. These counties are the basic transition areas in the rapid shift from an agricultural to an industrial-based economy. The people in these more rural counties commute to work in the Piedmont Crescent. They also supply many of the raw products for manufacturing and represent a stable market for services and finished products available in the more industrialized region.

In announcing the establishment of the Governor's Advisory Committee on the Piedmont Crescent in March, I pointed out some of the reasons why this region is so important to the total development of the state. The region designated as the Geographic Piedmont has 5,719,040 acres of land area. Over 50 percent of the state's total population lived in this region in 1965. About $4,932,749,000 of total personal income was generated in the Geographic Piedmont in 1962. This represents about 60 percent of the total personal income in the state for that year.

I do not have to tell you that this region is the industrial heartland of our state. You are all familiar with the rapid growth that has been taking place in the Piedmont and the problems that accompany rapid industrialization and urbanization. Planning is absolutely essential in this region to prevent a chaotic situation from developing within a short period. What happens in the region will set the tone or the type of development that will eventually come to all regions of North Carolina.

It is a pleasure to report some of the accomplishments of the Governor's Advisory Committee of the Piedmont Crescent, under the splendid leadership of Committee Chairman Miles J. Smith[125] of Salisbury, a former chairman of the State Board of Conservation and Development. The five-member finance committee, under the able leadership of Mr. James J. Harris[126] of Charlotte, has exceeded its goal of $25,000 and raised $30,000 of local money to initiate planning assistance to local governments. This money will be matched on a two-to-one basis by the federal Department of Housing and Urban Development.

I am especially pleased to announce that we have been able to employ Mr. Ronald Scott of Greensboro, effective August 1, to work with the Piedmont area program. He has served since 1949 as director of planning for the city of Greensboro. A native of Wisconsin, Mr. Scott is a registered professional engineer, with degrees from the University of Michigan College of Engineering and with additional study at Massachusetts Institute of Technology. Mr. Scott is highly qualified by professional capacity and experience to do an excellent job for us in this most important position.

I am pleased to announce that the University of North Carolina will be cooperating with and supporting Mr. Scott in his work. He will have an office on the campus of the university at Greensboro and will divide his time between that office and the State Planning Task Force office in Raleigh.

THE COASTAL PLAINS REGION

The region of our state that is probably more homogeneous than any other is the Coastal Plain. Traditionally, it has been the backbone of our agricultural economy. Its forty-five counties are linked very closely in both an economic and cultural sense. These linkages and the common nature of problems form the basic requirement for effective regional planning.

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[125] Miles James Smith (1899-), rubber hose company official from Salisbury; formerly with American Tobacco Company and Jefferson Standard Life Insurance Company; executive of Carolina Rubber Hose Company since 1926. Powell, *North Carolina Lives*, 1130.

[126] James J. Harris, from Charlotte; B.S.C.E., University of Georgia; World War II veteran; chairman of the board, James J. Harris & Company; officer and director of several companies, active civic leader. Information furnished by Mr. Harris, August 28, 1969.

Within a few weeks I hope to announce the formation of a new federal-state cooperative organization that will provide the mechanism and some additional resources for accelerating the rate of development in the Coastal Plain region. I have been assured that our proposal for establishing this organization is being favorably considered in Washington and that action will be taken shortly.

Our proposal would involve the states of North Carolina, South Carolina, and Georgia, along with the federal government, in a regional planning organization. The western boundary of the region would follow roughly the fall line in the three states.

The proposed Coastal Plains Action Planning Commission would be one of five, including the Appalachian Regional Commission, recently established in the United States. From the federal standpoint, it would be administered under the Office of Regional Economic Development. Its organization and administration would be similar to that of the Appalachian Commission. It would be different, however, in that the initial funding would be solely for study and planning. Brick and mortar projects would have to be requested after establishment of the commission and after a more detailed definition of regional needs.

We all recognize the tremendous importance of our Coastal Plain region to the state's economy. This region contains 15,560,320 acres of our best land. It also contains the tremendous resources associated with the shoreline and the Atlantic Ocean. The ports in this region are the gateway to markets and sources of raw material for the entire state.

The Coastal Plain region has probably been hit hardest by the forces of economic growth and change. Because of increasing agricultural productivity throughout the nation and in the Coastal Plain, people have had to seek new sources of employment. The rate of industrialization in our coastal region in recent years has been rapid, but still not fast enough to absorb available labor. Between 1950 and 1960, 194,247 people were forced to move out of the region and seek employment elsewhere.

Certainly, the development potentials in our Coastal Plain region are tremendous. We have to exploit these potentials, however. The problems of planning will increase in proportion to the degree of success we have in achieving a higher rate of growth in the region. We believe the proposed commission would be extremely helpful in meeting these problems.

Other organizational and planning assistance is available under the Federal Economic Development Act. This legislation applies to several of our counties in the Coastal Plain region. Under this program, we can extend the organizational structure one step further to get closer to the needs of our people through the creation of economic development districts. The boundaries for establishing these districts have been proposed, and we hope they can be made operational in the near future.

A STATEWIDE PROGRAM

What we are working toward is the formation of a statewide development program. All these organizations I have mentioned, when firmed up and coupled with other planning and development efforts, should provide the basis for statewide planning for development. I expect the State Planning Task Force to coordinate the programs in each of the regional units so that we do have a sound coordinated program—a program that leads us toward our goal of total development.

As you know, the State Planning Task Force is made up of designees of forty-two state agencies which have been engaged in development activities for many years. I am proud of the work which each of these agencies has contributed to the total development concept. Special emphasis has been given to roads and industrial development, which are primarily the responsibility of the State Highway Commission and the Board of Conservation and Development. We expect even better results from the highway commission under the chairmanship of Mr. Joseph M. Hunt, Jr., and the Board of Conservation and Development under the chairmanship of Mr. J. W. York.

The regional planning approach is designed to coordinate and supplement these activities and to insure a full voice for local leadership in specific projects. I cannot stress too strongly the necessity for a maximum of local initiative in our efforts to make North Carolina a better place in which to live and work.

ACCOMPLISHMENTS

We have indicated that these planning efforts can be effective in increasing the rate of development. We can and we need to take advantage of all of the resources available to us in bringing about a better life for our people. Our effort thus far under the Appalachian program has enabled us to increase substantially investments in public projects to facilitate the development of the private sector of the economy of that region.

We have been commended for the manner in which we have taken advantage of the Economic Development Act. The people in Washington recognize that we have called on this resource only in those instances in which sound plans were made and all our other resources exhausted in seeking solutions to problems. Thus far, thirteen major projects have been approved involving some $13 million in federal loans and grants. Just last week, the first countywide water system in the state was approved for Anson County under the program. This will involve some $4.5 million of federal loans and grants. The $9.5 million loan to help us develop our port facilities at Morehead City is one of the largest loans ever made by the Economic Development Administration.

These projects could not have been developed or these funds used effectively in North Carolina without sound planning. We welcome the support of the federal government in carrying out our total development program. But we shall continue to insist that federal assistance be applied directly to *our* total development objective and in keeping with good planning.

To insure sound planning for orderly development of our state, your ideas and your support for our efforts are essential. A great deal of North Carolina's progress to this point is the direct result of jobs you have provided for our people. Much of our future progress as well is in your hands and those of other industry leaders in our state. I hope these remarks have helped you understand our goals and our hopes in the statewide planning program which is so vital to the future social, cultural, and economic progress of our people. I ask your continued help, in ideas and support, to insure a better way of life for all North Carolinians.

DEDICATION OF LINDSAY WARREN VISITOR CENTER FORT RALEIGH NATIONAL HISTORIC SITE

MANTEO

July 13, 1966

Roanoke Island, the site of the first attempt at colonization of the New World, had been set aside as a national historic site; the

National Park Service had built there a visitor center and named it for Lindsay C. Warren,[127] who had done much to assure the preservation of the area for its historical significance. The governor, in his remarks at the dedication ceremonies, expressed appreciation for the work of the Roanoke Island Historical Association; for the Garden Clubs of North Carolina, which made possible the Elizabethan Garden; and for the many people, both in government and private and public organizations, who had contributed to the project. Governor Moore commented on the role of state government in making historic and scenic resources available to the public and on cooperative projects with the federal government such as the Great Smoky Mountains National Park, the Blue Ridge Parkway, and the Cape Hatteras National Seashore, all of which had benefited the entire nation. Another joint venture was in process: the Cape Lookout National Seashore, which would adjoin the Cape Hatteras Seashore. The state had acquired about 80 percent of the land it had agreed to make available. Grants from the Avalon Foundation and the Old Dominion Foundation, both of New York, supplemented state appropriations; the same foundations had also added to state funds so that the Cape Hatteras National Seashore would become a reality. The speaker expressed pride as he saluted the National Park Service "for its role in this undertaking, and specifically for this visitor center for the Fort Raleigh National Historic Site."

ORGANIZATIONAL MEETING OF NORTH CAROLINA INDUSTRIAL DEVELOPERS ASSOCIATION

SOUTHERN PINES

July 15, 1966

[The governor commended the group meeting for the purpose of forming a new association which would provide "powerful machinery for increasing the effectiveness of our industrial development programs." The reality of such an organization was tribute to the activity which had been manifest in the preceding few years in the field of industrial development.]

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[127] Lindsay Carter Warren (1889-), from Washington, N.C.; educated, University of North Carolina, Chapel Hill, and its law school; state senator, 1917, 1919, 1959, 1961; state representative, 1923; member of United States House of Representatives, 1925-1940; comptroller general of the United States, 1940-1954. *North Carolina Manual, 1961*, 499-500.

Our opportunities at this moment for further industrial growth are staggering.

At this moment, the state's list of prospects is the highest in quality and greatest in quantity that it has ever been, I am told by Willie York and Dan Stewart.

On this list are prospects for every kind of environment that North Carolina provides. They range from industries that want to be in rural areas to those that want to be in areas of concentration.

So our outlook for the months ahead is extremely bright, and I am optimistic that 1966 will exceed the all-time record we set in 1965. I want to thank each of you for your part in that record performance—538 new and expanded industries with a capital investment of over $482 million and the creation of 37,042 new jobs. Our objective is to better those figures in 1966, and I believe we can do it. So far this year we are ahead of last year's pace for the corresponding period.

There is no question that the opportunities are there. The job now is to put forth the very best we can to turn our opportunities into the realities of plants and jobs.

Doing this job is essential if we are to keep North Carolina moving forward toward total development. More and better job opportunities through industrial growth are the key to a higher per capita income and better lives for all North Carolinians.

In this way we can build the better state we all want to live in. A stronger industrial economy will provide the tax revenues we need for better schools, roads, hospitals, programs for improved mental and physical health, and other essential public services. With further economic growth will also come social and cultural progress for our people. We must give our best to meeting the challenge and the opportunity before us.

Your meeting today, I believe, is significant to our hopes for doing the best job possible. I thank each of you for coming here and forming your new association. I look forward to working with you in the months ahead.

This association provides us with powerful machinery for increasing the effectiveness of our industrial development programs. It will make possible a more closely knit team effort, exchanges of ideas and information, and coordination of our work that will help all of us.

All these things are important to making our work more effective. Your calling is an art that is becoming constantly more sophisticated and a more exacting art. Anything we can do to improve our individual performances will mean a greater contribution to the total North Carolina effort. Your association can do a great deal, I believe, to improve all of us individually as salesmen for North Carolina.

I don't think it's necessary to remind you that our competition for new industry gets harder every day and that our competitors get smarter.

Every little thing counts. One afternoon last November, a telegram came to my office from an out-of-state firm interested in locating a plant in North Carolina or in one of our neighboring states. Our neighbor got a similar telegram the same day. Within an hour, the prospect had received a telephone call from Raleigh. Discussions with company officials began the next day. Three weeks later, our neighbor answered the telegram by mailing a form letter and brochure. The company's new plant—in North Carolina—is starting operations this month. But a lapse like that won't happen often. And we can be sure that this particular competitor won't let that kind of thing happen again.

To keep ahead of the competition, we will just have to keep on getting smarter and run harder than ever. We must combine our best efforts to do a selling job for North Carolina—a positive selling job for all of North Carolina.

This is the concern of the Department of Conservation and Development and the other state agencies concerned with economic development. Progress for any area of North Carolina is progress for all of North Carolina. By the same token, the failure of any area to progress is a loss to all of North Carolina. It is our intention in state government to help every community, every county, every area share in the general progress North Carolina is making. Unless and until this is done, we will fall short of our goal.

In all our efforts, we must obtain local and area involvement as much as possible. Local leadership and local initiative are essential to development. The state can provide means of progress and can offer guidance, but success depends on how effectively the local people make use of this assistance. Your association will be of great help in this, I am sure.

I want to assure you that we in state government will continue to improve our programs and services in the field of industrial development. We have strengthened the Board of Conservation and Development and the staff of the department. Regional offices of the Division of Commerce and Industry have brought its services closer to the local communities and areas. This new concept has already proved its value.

We have assured stronger coordination of all our programs, resources, and organizations for development, both public and private, through the governor's coordinator for economic development. This position, held by Wayne Corpening, has given us a new unity between the state and local organizational levels.

In the same way, we believe, your association will give a new unity to the work done by you, the individuals who represent our best talent and experience in industrial development activities.

We are making a continuing assessment of our programs and services to the end that the role of state government in economic development will be as forceful and effective as possible.

A problem of increasing concern to me, as I know it is to you, is a lack of training among so many of our people for jobs in industry.

The fact is that North Carolina, rich in manpower, has so many people who are working below their potential. This is a double loss for us from the human standpoint, as to individuals and to our people as a whole. This lack of trained manpower can be a serious obstacle to further progress.

Fortunately, our people are fully capable of being trained for jobs in industry; in our public education system we have the means for making the necessary training available.

Our system of community colleges, technical institutes, and industrial education centers, with forty-three units, is geared for this task, and we are strengthening and improving this phase of the system. A new Division of Industrial Services has been established in the Department of Community Colleges to take the lead in industrial training.

We are fortunate to have employed George Howard,[128] with long experience in this field, as director of the Division of Industrial Services. He has had fourteen years of industrial training experience with Lockheed Aircraft Corporation and a year with the state of Georgia in the kind of work he will do for us. I hope each of you will get to know him and discuss with him the needs of your communities and your areas. I am confident he will do an outstanding job for North Carolina.

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[128] George Howard (1925-), from Griffin, Georgia; B.S., Georgia State College; World War II veteran; appointed director of industry services for Florida, November 18, 1968. "Profile of George Howard, Director, Industry Services Program," furnished to Memory F. Mitchell by George Howard from State Department of Education, Tallahassee, Florida, May 5, 1969.

In our high schools, vocational training opportunities are being expanded, with particular emphasis on trade and industrial training. I understand that a 30 percent expansion of this program is expected for the new school year, with an increase to 623 teachers over the 479 in the schools last year.

Through these programs, you can help upgrade the skills of the people of your communities. You who have companies locating or expanding in your communities can, by working with the Division of Industrial Services, bring your people up to their potential in our industrial economy.

The division will work closely with the Division of Commerce and Industry to provide services to industry in planning and carrying out industrial training.

A great need we must all be concerned with is overcoming a lack of understanding of appreciation for the many fine job opportunities that industry offers. This is true both of many of our young people and older people. You can be of great assistance to our development by explaining these opportunities to the people of your communities and encouraging more of them to prepare themselves for jobs waiting to be filled now and for jobs that will come in larger numbers in the future.

We will engage in a continuing review of our state programs and services that contribute to development and revise and expand them as necessary. We will not be satisfied until we are providing the very best assistance possible to every community, county, and area of North Carolina.

Many of the ideas we are putting to work have come from your ranks. I hope you will continue to make suggestions for improvements in the overall program. Above all, let us know how we can help you, and help us let our local people know how we can help them help themselves.

We have cut out a large order for ourselves. But ours is a job that must be done to insure further progress for our people. I am confident that we can do it. We have the needed machinery, ability, and determination. I assure you of the full cooperation of state government as we all work together for the continued economic, social, and cultural growth of North Carolina and productive lives for all our people.

FIFTEENTH ANNUAL LEGISLATIVE WORK CONFERENCE OF THE SOUTHERN REGIONAL EDUCATION BOARD

ASHEVILLE

July 29, 1966

[Speaking at the Grove Park Inn in Asheville, Governor Moore discussed the topic, "The Role of Planning in Financing Higher Education." He urged governors to review the overall picture and make detailed plans so as to assure adequate legislative support and to prevent others, such as the federal government, from stepping in to solve the problem.]

The topic of this legislative work conference is "Financing Higher Education." No legislator and, I can assure you, no governor at this particular point in our nation's history is unaware of the rapidly growing financial needs of higher education. One of the "old familiar songs" which we have become accustomed to hearing is the importance of higher education to the economic, social, and cultural development of a state or community. We also have grown accustomed to the fact that higher education enrollments are mounting rapidly. The necessity of improving the quality of higher education and simultaneously making it available to larger numbers of people has the obvious effect of necessitating rapid increases in state appropriations for higher education. I am all for increasing the financial support of higher education in my own state and in the southern region. Furthermore, I recognize that the largest portion of this increase must come from the state treasury.

In accepting the necessity for substantial increases in state financial support for higher education, however, I do not mean that governors or legislatures should simply write a blank check. Both governors and legislatures have a responsibility to the public for the wise expenditures of all state funds, including those appropriated for higher education. This is a responsibility which we cannot abdicate. Therefore, the question arises as to how the boundary shall be determined between necessary and desirable increases in state appropriations and wasteful ones. A parallel problem arises out of the transformation of higher education into a "big business" enterprise. When colleges and universities were relatively few in number and relatively small, the governor and legislature could make judgments in a fairly simple fashion. Now that the higher education appropriations in our states run to $25 million, $50 million, $75 million, and, in some cases, over $100 million per year, it is not possible for either a governor or a member of the legislature to look at the requested amount and decide whether it should be cut by half a million or by five million or by fifteen million to arrive at a proper appropriation.

One answer to this dilemma is a new emphasis on systematic planning for higher education. A state budget has been referred to as "a plan expressed in terms of dollars." If this is an accurate description—and I believe it is accurate in the case of those states which have developed modern and effective budget systems—then the planning necessarily must precede the discussion of dollars.

A recognition of this is suggested by the fact that nearly all states have now established some kind of planning and coordinating agency for higher education and the majority of these planning agencies have been established during the last ten or fifteen years. These planning and coordinating agencies vary greatly from one state to another, but most of them are charged with responsibility for planning a state system of higher education which will meet the needs of the people adequately while avoiding costly and unnecessary duplication of programs or activities.

When they are successful, these agencies have not been arbitrary budget-cutting and program-cutting operations, but instead have carefully evaluated the state's needs and the programs necessary to meet those needs and then have developed plans and recommendations for the expansion of higher education in ways which will most benefit the state. In other words, these planning and coordinating agencies have recommended an increase in the appropriations for higher education and the development of new programs and activities at existing institutions. Often they have also recommended the establishment of new institutions, especially new junior colleges. The difference between the recommendations of the higher education planning agency and the collection of independently produced institutional requests, which would come to the governor and legislature if there were no planning agency, is simply that the planning agency has looked not only at the proposals of individual institutions but also at the needs of the state as a whole. This is a crucial difference in this period of rapid expansion.

It is my belief that in all our states there is a fundamental desire to provide adequate financial support for higher education.

But very properly that support will be withheld until such time as there is a long-range plan which outlines where we are, where we want to go, how we plan to get there, and finally, indicates how much it will cost. I believe that our basic problem is not primarily that of showing the need for adequate financial support. Our real problem is showing that we know what we want to do and why.

The public properly demands the maximum return for each dollar invested in higher education. We can give the people no such assurance without adequate long-range planning.

Closely related to public insistence that we know what we are doing and why is the knowledge that we are well behind the rest of the nation in our financial ability to meet real needs. Our citizens generally understand that the southern states, as a group, devote a greater percentage of their resources to education than any other area in the nation. And they know that nevertheless we still spend less per capita. They know that we, more than any other area, cannot afford the high cost of failure to plan adequately.

How then are we to plan successfully? I believe that there are four fundamental questions to be answered as I have already indicated. Where are we? Where do we want to go? How best do we achieve these goals? What will it cost? There is no single document that states the answers to these questions as well as does the SREB's own report of its Commission on Goals. This 1961 report, significantly entitled, "Within Our Reach," contains, as one of its basic recommendations, the following: "Every southern state should have a central agency for long-range planning and coordinating of higher education."

A key follow-up document is A. J. Brumbaugh's report for the SREB entitled "State-wide Planning and Coordination." Among its many useful contributions is a statement of the "requirements for effective state planning." Without duplicating what is set out so well in this publication, I should like to give special emphasis to certain points which are made and suggest some additional ones.

A long-range plan "must be suited to the individual needs and problems" of each state. I am sure that each of us is in such complete agreement with this statement that it requires no additional comment. But it is so fundamental that it cannot be overemphasized.

A plan must be long-range. Most of us in our respective states have considerable difficulty in determining even the short-term needs of a given college or university. But think of the problem when each institution, and its supporters, as Dr. Brumbaugh so accurately understates, "sometimes find it difficult to view their institutions in the perspective of a total state-wide system of higher education." How are we then to make equitable allocations unless we have a long-range plan?

A plan must be an outgrowth of planning by the individual college or university. In our own state—and unfortunately in most states—only minimum attention has been given to planning for the future role and scope of a given institution. This problem is shared by both public and private colleges and universities. A combination of factors accounts for this. We have not always made the funds available for planning and the institutions have not always been willing to devote the many hours required to this essential task. Both must be corrected.

A plan must be constantly updated whether it be for a single institution or for the state as a whole. A characteristic of even the best of plans is that they go out of date fairly soon. Although we must look ten to fifteen years into the future, the projections characteristically hold up for much shorter periods of time. This does not mean that the long-range plan is valueless. It does mean that it must be updated or redone fairly often.

A plan must involve those who are affected. It is obvious that the involvement of those affected assures a better end product. It may not be so obvious that the deeper the involvement by the greatest possible number of people also assures a broader base of understanding and hence support for the end product. We anticipate as many as six hundred persons becoming involved in our comprehensive plan in North Carolina. True, the majority will be educators working in their area of specialty, but we also will involve legislators, members of the executive branch of government, students, and the lay public. No plan can be successfully implemented without a broad base of understanding and support.

A plan must also involve private institutions of higher education. In my own state in recent years there has been a substantial increase in the number of persons attending private colleges and universities. The state-supported institutions have grown much faster until today 58 percent of our students are in public institutions. But everyone here knows that it would be impossible for any state to carry the financial burden now being borne by our private institutions. We must give them all possible encouragement and cooperation.

As surely must be obvious to all of us, there must be some form of independent agency to coordinate higher education planning if we are to obtain the maximum return on the millions which inevitably will be invested. Such an agency, as long ago stated in our own SREB report, must "be given a clear statement of its mission and responsibility"; it must have "sufficient authority to carry out its responsibility"; and it must be staffed with competent personnel. I would add that it must have sufficient support, both moral and financial, to enable it to perform effectively.

Lacking a central agency and a coordinated, comprehensive plan for higher education, what will likely result?

First, and foremost, I suggest there will be an inability to obtain adequate financing for higher education from our legislators and the citizens whom they represent. And this is as it should be.

A second result is that others will step in wherever we leave our part undone. It should be clear to all of us by now that where we leave a major problem unsolved—and the financing of higher education is such a problem—the federal government will move in with a solution. Education is so vital to our national well-being, indeed to our survival, that there is no alternative if we move with too little and too late. Have we not already had adequate warning that rights become meaningless for either states or individuals unless they are exercised responsibly?

A third result of a failure to plan on a comprehensive and long-range basis is educational and fiscal chaos. Institutions will seek favored positions before legislative bodies; costly duplication of programs will result; public confidence and thus financial support will be weakened and certainly the quality, if not the quantity, of educational opportunity will diminish. And who really suffers? It is the students, and through them, our states.

I know of no viable alternate to long-range planning for higher education. It is for this reason that I have emphasized it here today as we discuss "Financing Higher Education." It is, I am convinced, the necessary first step to any successful effort by a state.

ANNUAL CONVENTION OF NORTH CAROLINA CONSUMER FINANCE ASSOCIATION

WRIGHTSVILLE BEACH

August 8, 1966

The North Carolina Consumer Finance Association was commended by Governor Moore for its efforts to upgrade the consumer finance industry. The Consumer Finance Act, which became effective in August, 1961, had made improvement possible; though some members of the association did not favor this legislation, the organization with few exceptions supported it after it had been passed. Moore commented on his request to the State Banking Commission to make a study of the law along with statutes having to do with banking so that they could be kept up to date.

Aggregate resources of consumer finance agencies in North Carolina, at the first of the year, were over $222 million. The average loan exceeded $410; over 72 percent were for $600 or less. At least 72 percent of the customers went to consumer finance agencies because their credit rating did not allow them to borrow from banks. The impact of the business on the state's economy was great: 583 offices owned or rented, $10.5 million in salaries in addition to money paid supervisory personnel, and loans of over $214 million each year.

Governor Moore mentioned the new loan program to assist qualified students with their education, adding that additional funds were needed and suggesting that the group consider supporting this effort. He accepted as proper the goal of making a reasonable profit, but told his audience, "your main justification is in rendering service to the borrowing public. In the discharge of this function, you must keep in mind at all times that the law must be carefully observed and that every effort must be made not to take advantage of the adversity of people who are in great need. As long as the profit motive is reasonably related to service to your communities, then you will command the respect and support of the General Assembly and the people of North Carolina. . . ."

DINNER OF THE BOARD OF THE DEPARTMENT OF CONSERVATION AND DEVELOPMENT

Asheville

August 14, 1966

Having received a preview of the reports to be presented, the governor said he was in a position to be impressed with progress being made by the Board of Conservation and Development; the role of members in the program for total development was a key one. Expansion of existing industries comprised the major part of industrial growth, but special projects, such as plans for the multiple visit to the European market in October and November, were also important. The three-week activity would include trade, industrial development, and travel missions and the North Carolina Apparel and Household Textiles Show at the United States Trade Center in Stockholm. These various missions would aim at the expansion of European markets for Tar Heel goods, would tell the story of North Carolina to major European industrial firms, would promote "Variety Vacationland" to seven countries, and would exhibit North Carolina projects.

Each million dollars of export business developed 150 new jobs; the anticipated export total of $750 million in 1966 would provide jobs for more than 112,000 North Carolinians. A special survey taken by the Department of Commerce in 1963 showed North Carolina up two places, to eleventh, among all states in volume of exports; though progress had been made, the potential for export trade was great. These efforts contributed materially to programs aimed at reducing America's balance of payment deficits. Governor Moore, after citing facts and figures, told of the request of the secretary of commerce that the textile industry set aside a fixed percentage of its production for the export trade; it was in that area that more than half the total deficit in the trade balance came. North Carolina was already exporting both manufactured and nonmanufactured goods, but the hope was expressed that the mission to Europe would increase the variety and quantity of goods exported from the state. The export trade was another way of affording opportunities leading toward total development of the state.

GOVERNOR'S COMMITTEE ON WATER SAFETY

RALEIGH

August 31, 1966

Governor Moore met with the Water Safety Committee for a luncheon meeting at Balentine's Restaurant in Raleigh. Each person present represented an agency or organization having a vital responsibility in the area of water safety. The committee, only a little over a year old, had made progress in getting public approval though more support was needed. The necessity for safety controls grew with the increasing amount of water traffic, and the General Assembly in 1965 passed legislation adopting a nationwide uniform state waterway marking system. To make the public waterways safer would take money, and Governor Moore asked that means be found to do the vitally important work. Zoning was suggested as one means of providing proper use of waterways. The state would exercise strong leadership, but the program would need cooperation of private organizations and local governments as well as federal agencies. Moore reminded the committee members that water safety went beyond the matter of control or restriction of boating activity, giving as an example the freakish undertow on southern beaches, which had not long before caused three drownings. The governor felt that public education in the matter of water safety was a pressing need, but North Carolinians had the resources and the know-how to assure safety. Common sense could not be legislated, however, and many accidents could be prevented through the exercise of plain "horse sense." The speech was concluded with the observation that "the interest, the ability, and the means to accomplish this splendid goal" were there and that the people of North Carolina could keep water-related accidents to a minimum.

DEDICATION OF CAROLINA POWER AND LIGHT COMPANY'S ROXBORO STEAM PLANT, UNIT NO. 1

ROXBORO

September 14, 1966

The day of the dedication of Carolina Power and Light Company's Roxboro Steam Plant was called a great one because it represented "the completion of a construction program which began here more than three years ago as a battle with the beavers." What workman did by day the beavers destroyed at night, but they were finally outmaneuvered. Governor Moore began his remarks by this brief discussion of an unusual problem faced by a big company. The new plant represented the addition of millions of dollars in taxable wealth; it also assured an abundance of dependable electric power for industrial development. The governor reminded his listeners that help for one area of North Carolina was a contribution to common progress. The plant dedicated at Roxboro was the largest single unit ever installed by the power company; a second plant under construction would have nearly twice the capacity of this one and would be the first new generating unit in the CARVA pool.

CARVA represented the plan worked out by Carolina Power and Light Company, Duke Power Company, South Carolina Electric and Gas Company, and Virginia Electric and Power Company whereby the four, after anticipating demands likely to be made upon them jointly, constructed facilities to serve those joint requirements. New generating units at the Roxboro site would be the sole property of Carolina Power and Light Company, but power would be available to other companies through interconnections. Moore commented also on the construction by Carolina Power and Light of the first nuclear-fueled power plant in the Southeast, located in South Carolina. The unit, dedicated on September 14, 1966, was the fifteenth added to the company's system since the end of World War II. An adequate supply of electricity permitted industry to locate where it wished and assured an abundance of electricity at favorable rates for the homeowner. With 6 percent of the world's population, the United States used more than a third of its electric power production. Rural residents, through cooperative efforts of power companies and electric membership cooperatives, were assured electricity at all times.

The governor commended officials of Carolina Power and Light Company for permitting public use of waters at the Roxboro plant. "The public-spiritedness of this company was typified by its offer of water to farmers during the recent drought for the purpose of irrigating crops. No charge was made for water thus used. Certainly no company could have given more tangible evidence of its desire to be a part of the area it serves." The growth of the company was attested to by Governor Moore's recall that when it began operating in the Raleigh, Sanford, and Jonesboro areas, it served 1,147 customers; within thirty days, the company would be supplying electricity to one-half million customers living in a 30,000-square-mile area in the two Carolinas. The dedication of this plant was termed "but a step in the march of progress which has earned for North Carolina the number one position among the southeastern states."

STATEWIDE MEETING ON LAW AND ORDER IN NORTH CAROLINA

RALEIGH

September 16, 1966

[Speaking at Raleigh's Memorial Auditorium, Governor Moore faced an audience of law enforcement officials, ministers, local government officials, and others vitally interested in the matter of law and order. He made it clear, as he had previously done on a number of occasions, that his administration was firm in its insistence on adherence to law and order in North Carolina.]

We have gathered here today a mighty assemblage of North Carolina citizens who are dedicated to the preservation of law and order in our state. Thousands of other Tar Heels are sharing in this meeting through the cooperative facilities of television and radio. I welcome all of you to this discussion on law and order; the problems of law enforcement; and what we as state officials, law enforcement officers, court officials, and citizens can do to uphold the preservation of law and order in North Carolina.

It is a pleasure to see so many police officers, sheriffs, patrolmen, and solicitors here today. We welcome representatives of the mayors and county commissioners who are giving the vital local governmental leadership that is necessary to sustain adequate law enforcement at the municipal and county level.

We are also honored to welcome the representatives of many religious denominations in our state. We always need the understanding and support of religious leaders in the preservation of a society which believes in justice under the law. The representatives of the newspapers, radio, and television who are present today are most welcome. We appreciate your interest in the betterment of law enforcement in North Carolina.

I am honored to have been introduced by a great chief justice, R. Hunt Parker,[129] who by example and precept is the living image of justice under law. We welcome his associates on the supreme court who honor us here by their presence.

We also welcome those of you who have joined us by television and radio. It is, in fact, you—the people of North Carolina—who are the recipients of the benefits of good law enforcement. It is your rights and your property that these law enforcement officers are sworn to protect. In the final analysis, it is you, the people, who will determine the effectiveness of law enforcement in our communities, our counties, and our state.

Crime has been one of the major problems of society since the beginning of history. Judges, law enforcement officers, social workers, educators, and philosophers have tried to discover the cause of crime and the best methods to prevent it. Our courts and our various governmental agencies have worked diligently to provide the best methods to deal with the offender after a crime is committed. Although much progress has been made through the years, much remains to be done.

According to an FBI report issued this week, crime in the nation during the first six months of this year was up 8 percent over the same period of last year. In the southern states, crime rose a total of 10 percent. This was the highest rate of increase for any section in our nation. Our state has not been spared the rising tide of crime. Three of our North Carolina cities have murder rates that are among the highest in the nation. The numbers of every type of crime are increasing daily.

Just read the front pages of our newspapers, or tune in to the newscasts. A storekeeper is butchered. A young man steps from his trailer and is literally blown to bits. A sheriff is shot down in cold blood while carrying out his duty. A rural church is bombed. Night riders shoot into occupied homes at night. Highway patrolmen are forced to use their guns in defending themselves against law violators who resist arrest.

All of these acts of violence have occurred in North Carolina. I could list many more. These are disturbing examples of a growing disregard and disrespect of the law in our state. Personal safety and security, once an accepted blessing of our land, are now increasing causes of personal concern.

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[129] Robert Hunt Parker (1892-1969), from Enfield; A.B., LL.B., University of Virginia; judge, superior court, 1932-1952; associate justice, North Carolina Supreme Court, 1952-1966, chief justice, February, 1966, until death. *North Carolina Manual, 1967*, 546; *News and Observer*, November 11, 1969.

I want to pay a tribute to all our law enforcement officers for their vigilant and unceasing efforts to combat crime. They are indeed on the firing line—making an arrest, serving a warrant, investigating a complaint, and, when necessary, quelling a riot or racial disturbances. North Carolinians can sleep better at night because of the vigilance, the bravery, the courage, and the self-sacrifice of law enforcement officers who stand guard for law and order in all our communities and counties.

As a former solicitor and judge, I know from personal experience the dangers and hazards of the law enforcement profession. The records of this state proclaim the large number of law enforcement officers who have died in the line of duty. We honor all of them here today. We also honor the living—those who daily continue to serve.

But let us do more than honor them with words. We should indeed strive to show our appreciation in more tangible ways. They need and must have better support, both moral and financial. They need and must have better equipment and facilities, adequate training, and salaries commensurate with their responsibilities. It is true, also, that recent decisions of the Supreme Court of the United States, no matter how well intentioned, have handicapped officers in the legitimate discharge of their duties. These decisions have created confusion and doubt in the enforcement and trial of law violators. I do not impugn the motives of the judges who handed down a series of opinions culminating in the Miranda case.[130] These decisions, however, are based more upon theories than upon practice. They have tilted the balance of justice dangerously in favor of those who commit crimes or violence.

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[130] *Miranda* v. *Arizona*, 384 U. S. 436 (1966), involved an indigent Mexican, a seriously disturbed individual with sexual fantasies, who was questioned by police who failed to advise him of his rights. A confession was elicited, and the typed statement included a notation to the effect the confession had been made voluntarily, without threats or promises of immunity, and "with full knowledge of my legal rights, understanding any statement I make may be used against me." The United States Supreme Court held that such a statement failed to constitute the necessary intelligent waiver required to relinquish constitutional rights, that Miranda's confession, illegally obtained, was inadmissible. The Court held that the defendant had to be informed of his rights, the exercise of those rights had to be honored, and he had to be told that a lawyer would be appointed for him if he were indigent. The five-to-four decision "extends the Fifth Amendment's privilege against self-incrimination to the police station." Justice Harlan's dissenting opinion argued that the decision was one which risked society's welfare. See also Alpheus Thomas Mason, *The Supreme Court: From Taft to Warren* (Baton Rouge: Louisiana State University Press [Revised and Enlarged Edition], 1968), 262.

The mounting protest that has arisen against these opinions may cause the Supreme Court to take a more careful look at what it has done. The Court does not have to look far. It has only to read the dissenting opinion of Justice Harlan[131] and Justice White.[132] In the meantime, we as American citizens must, of course, comply with these Court decisions. Crimes are still being committed, and the job of law enforcement has become more difficult and complex than ever before.

However, the job has not become impossible by any means. This fact has been aptly demonstrated in many cases since the Miranda decision was handed down. Careful, effective, and scientific methods utilized by trained, capable police officers can still find the guilty. Similarly, careful preparations by solicitors can get court convictions that will stand regardless of how high the appeal is taken.

Since taking office as governor in January, 1965, I have devoted a great deal of time to problems involving law and order. The governor of North Carolina does have great powers given him both under the constitution and the statutes. He has under his command the State Highway Patrol and he is commander in chief of the National Guard. He can also call on the State Bureau of Investigation and other agencies if necessary.

Although these powers are at his disposal, we must not forget that the maintenance of law and order and the apprehension of criminal law violators are still the primary responsibility of local law enforcement officers. This is our heritage and we want to continue and strengthen it.

As a means of providing better coordination and exchange of information among law enforcement agencies, I appointed the

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[131] John Marshall Harlan (1899-   ), native of Chicago; A.B., Princeton; B.A., M.A., (Rhodes Scholar), Balliol College, Oxford University; LL.B., New York Law School; judge, United States Court of Appeals, 1954-1955; associate justice, United States Supreme Court, since 1955. *Who's Who in America,* Vol. 34, p. 890.

[132] Byron R. White (1917-   ), from Colorado; graduate, University of Colorado; Rhodes Scholar, Oxford University; graduate, Yale University Law School; clerk of chief justice, United States Supreme Court, 1946-1947; attorney in Denver, 1947-1960; deputy attorney general, United States, 1961-1962; associate justice, United States Supreme Court, since 1962. *Who's Who in America,* Vol. 34, p. 2282.

Governor's Committee on Law and Order, which is listed in your program. These men and these state agencies, including representatives of the Sheriffs Association, and the State Police Executives Association, have worked together as a team to create better cooperation and communication among state and local law enforcement agencies.

One of their major concerns has been the need for better law enforcement training programs. As a result of this concern, my administration is working on a coordinated training program which will involve the Institute of Government, our system of community colleges, and at least one of our institutions of higher education.

The police officer, particularly in small towns and counties, must receive more and better training in investigative work and enforcement generally. Because of the increasing complexities of law enforcement, we cannot afford to give any untrained individual a gun, uniform, and badge and then tell him to go out and enforce the law. We must have minimum standards of law enforcement training, not only on the operational level, but also on the supervisory and administrative levels.

I am encouraged by the court improvement program authorized by the 1965 General Assembly and by the attitude of judges and solicitors with whom I have talked about law and order. We are seeking stability based on the law. Success requires the effort and the complete cooperation of state and local governments, of the court system, and, foremost, of the people.

I am encouraged by the people who are becoming concerned. My daily mail contains letters from citizens aroused over crimes, acts of violence, and disrespect for the law. But until the great majority of the people of North Carolina feel a personal responsibility when a person is killed on our highways and when a major crime is committed, then little will be done to improve the overall situation. Our people must be willing, for example, to stand up as jurors and be counted as voting guilty when the facts of the case warrant it.

Our concern for the disregard and disrespect of the law must include *all* law violations. Many citizens who are alarmed at the increasing crime rate, and who are shocked by crimes we read about in our newspapers, appear to be apathetic about law violations on our highways and streets. Too often, law violations are simply dismissed as "accidents." Yet research has clearly shown that most people are killed, injured, or property damaged as a result of some violation of the motor vehicle laws.

When we talk of law and order, we must not forget law and order on our highways and streets. Traffic safety is a good area in which citizens may demonstrate their genuine concern for law and order by observing the motor vehicle laws.

After all, these laws are mainly commonsense rules of conduct designed to protect the lives of motorists and pedestrians. Here is a great opportunity for every motorist in North Carolina to make a personal contribution to improved law and order.

I am grateful for the support which our safety program has received from all law enforcement officers in North Carolina, from our local governmental officials, from our courts and from newspapers, radio, and television. Our State Highway Patrol has definitely improved in its performance of its vital duties. We are patrolling more fully, getting better results, and putting into use more modern equipment and scientific methods. Our motor vehicle inspection law is also getting results.

No one is more interested in the preservation of human life than the members of the clergy who are with us here today. Their goal is the salvation of the human soul, not its destruction by any means. Certainly our ministers are men of peace who object to violence. While our ministers appreciate the rights of men, and particularly the rights of those who adhere to our different religious faiths, they understand that ultimately the survival of our way of life depends upon law and order.

We may be sympathetic and tolerant of those who have offended against the law. We may deplore their actions and seek to extenuate them with reference to poverty and ignorance. But as we go about the stern duty of law enforcement, we must seek to prevent violence and apprehend those who would destroy the very fabric of our society.

In this period of great economic and social upheaval we are having all kinds of violent demonstrations that result in riots involving the destruction of property, even the destruction of life itself. We in North Carolina have been spared some of the violence, some of the riots, some of the murder and pillaging which have occurred in many other sections of our great nation. For this we are thankful—thankful for the good judgment of our people; for the long tradition of law and order in North Carolina; and for the efforts of all our local and state agencies, officials, and officers. We are especially grateful for the work of the Good Neighbor Council and the many local human relations groups which have worked diligently to meet local problems at the local level, usually around the conference table.

But let us not be deceived. Violence can happen here. To prevent it will take the best efforts of all our people, working together in a spirit of tolerance and understanding. I know that all of us appreciate the difficulties which are confronting our local municipal, county, and school officials across North Carolina. Given the opportunity, I am convinced that they will meet their responsibilities with a level head, an open mind, and a willing heart.

Let me say that while we may sympathize with different political or social philosophies or points of view, the law itself is impartial and must be enforced, both in letter and in spirit against anyone or any organization regardless of its name or its purpose, if it threatens the peace or dignity of the state which is symbolized by the orderly process of the law. If we as public officials ever concede that any organization has the right to commit violence and to violate the laws of our state, then we are unworthy of the great oath that we have taken and have laid the basis for the destruction of law and order that we are committed to preserve.

Our duty is simple. It is to enforce the law against all persons, high or low, and against all organizations, regardless of the name or banner under which they march, if they defy the laws of our state. We cannot tolerate lawlessness and must have the courage to live up to that simple statement.

Mr. Justice Charles E. Whittaker,[133] who retired from the Supreme Court of the United States, recently said:

> Can any thoughtful person reasonably believe that a disorderly society can survive? In all recorded history, none ever has. On the contrary: History shows that every society which became lawless soon succumbed, and that the first evidences of each society's decay appeared in the toleration of disobedience of its laws and the judgments of its courts.[134]

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[133] Charles Evans Whittaker (1901-), from Kansas; LL.B., University of Kansas City; judge, United States District Court for Western District, Missouri, 1954-1956; judge, United States Court of Appeals, 1956-1957; associate justice, United States Supreme Court, 1957-1962; dealer relations umpire, General Motors. *Who's Who in America*, Vol. 35, p. 2341.

[134] "Planned Lawlessness Threatens to Get Out of Hand" [reprint of address by Charles E. Whittaker, "The Effects of Planned, Mass Disobedience of Our Laws," in September, 1966, issue of *FBI Law Enforcement Bulletin*], *U. S. News and World Report*, LXI (September 19, 1966), 37.

Again, Judge Whittaker said: "We must take the laws into our hearts rather than into our hands, and seek redress in the courts rather than in the streets" if we are to survive as a civilized nation.[135] The late Justice Felix Frankfurter of the U.S. Supreme Court warned: "If a man can be allowed to determine for himself what is law, every man can. This means, first, chaos, then tyranny."[136]

My administration as governor of North Carolina is based on the law. For the people of this great state to progress, we must have obedience to the law and an atmosphere of order. All our citizens must have and must exhibit a respect for the law if North Carolina is to continue to share the benefits of orderly growth and economic prosperity.

As governor, I intend to see that such an atmosphere prevails in North Carolina. I intend to do all within my power to protect the law-abiding citizens from criminal activity by any individual or by any group of individuals. So long as I am governor, the full police power of the state of North Carolina will stand behind the local law enforcement officers whose primary duty it is to guarantee the safety and security of every citizen.

It is always better if local law enforcement officers can maintain the peace. However, I want you police officers, sheriffs, mayors, and county commissioners to know that when, in your opinion, violence gets out of control, all you have to do is call upon the governor. I will take appropriate steps to strengthen your hands in quelling any riots or disorders of any kind.

The record will show that I, and my predecessors in this office, have generally been quick to deploy the Highway Patrol or to mobilize the National Guard and to move swiftly into position when you call for our help. I want all law violators, all those who contemplate the violation of our laws in North Carolina, to know that we stand ready to come to the aid of local law enforcement officers with all the power that we command.

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[135] "Lawlessness in U. S.—Warning from a Top Jurist" [text of address by Charles E. Whittaker before the Tennessee Bar Association, Nashville, June 17, 1965], *U. S. News and World Report*, LIX (July 5, 1965), 63.

[136] Felix Frankfurter (1882-1965), native of Vienna, Austria; came to United States, 1894; A.B., College City of New York; LL.B., Harvard; professor, Harvard Law School, 1914-1939; justice, United States Supreme Court, 1939-1965. *Who's Who in America*, Vol. 33, p. 683; Moritz, *Current Biography Yearbook, 1965*, 148.

Governor Moore, a deeply religious man, often called on ministers to help in serious problems such as those of traffic safety. Here the governor and evangelist Billy Graham enjoy a cup of coffee as they discuss matters of mutual concern. (Photograph by June Glenn, Jr., *Citizen-Times*, Asheville.)

My friends, I think we all know that the maintenance of law and order finally rests with the great people that we serve. We are their servants, and as in all democracies, the people are our masters. So whether or not we succeed must ultimately depend upon the moral support of the people of North Carolina. I appeal to them today to give you and to give us their full support and to have faith in the sincerity of our efforts.

Actually, the greatest enemies that we have are the indifference, the complacency, and the outright refusal of the average citizen to be deeply concerned about the public good. Therefore, if you who are here today will go back to your communities and preach the gospel, which is, after all, summarized in the Golden Rule, we may light the fires of faith and self-sacrifice to alert all North Carolinians to the need for support of law and order. In carrying this message to our people, everyone can help. Those directly concerned with enforcement of the law are obviously involved. So are those who write the news and who broadcast by radio and television. Of great significance also are those who preach and proclaim the gospel in every town and community.

I happen to be a Methodist and I have always been proud of the fact that the spiritual founder of my church was a man named Wesley who preached the gospel in England in the eighteenth century to the poor and to the disinherited. I am glad that he made good citizenship a part of his gospel. He was a true follower of Saint Peter who said: "Fear God. Honour the King"—the king, of course, symbolized the civil government and the laws by which it was upheld. All of us know that the Nazarene, although a revolutionary in his philosophy, counseled obedience to the law. Those who tried to confuse him on this issue failed miserably when he replied to their loaded questions with the immortal statement: "Render therefore unto Caesar the things that are Caesar's and unto God the things that are God's."

Let me summarize if I may the message that I hope will go to all the people of North Carolina. Our peace and order are threatened by irresponsible people who are engaged in programs of planned lawlessness. All of our people, in all walks of life, must join in a crusade to put down disorders and riots of every kind.

While we seek social justice for all our people and strive always to improve our laws, let us remember that there will be no true progress unless peace and order prevail. We cannot pick the laws that we will obey and those that we will defy; our laws apply to all men regardless of their station in life. This is another way of saying that the law is impartial, is no respecter of persons, and must be administered without fear or favor.

In our continuing war against crime, I summon all North Carolinians of goodwill to aid us as we support the orderly processes of justice.

Finally, those of us in public life who seek to uphold law and order must remember that although we obey the stern commands of the statutes, our ultimate purpose is to strengthen the foundations of our society, thus contributing to the welfare and happiness of all our people. Needless to say, as we go about our duties, we should, according to Holy Writ "do justice, love mercy, and walk humbly with our God."

Governor Moore with a few of the ten thousand children of servicemen in Vietnam. The children were guests at the North Carolina State Fair, October 10, 1966. (Photograph from Dan K. Moore Photograph Album, courtesy of Governor Moore.)

"OPERATION APPRECIATION" FOR CHILDREN OF VIETNAM SERVICEMEN NORTH CAROLINA STATE FAIR

RALEIGH

October 10, 1966

Governor Moore was on hand to welcome the sons and daughters of North Carolina servicemen who were on duty in Vietnam or who had seen duty there. He called this event an expression of appreciation for the patriotism, courage, and determination of the fathers fighting in defense of freedom. Because of men like these, Americans were living in a free country. The governor thanked the Department of Agriculture, the North Carolina National Guard, the National Guard Association, and the commanders and men of the military bases in this state for cooperating to make "Operation Appreciation" possible.

VANCE-AYCOCK DINNER

ASHEVILLE

October 29, 1966

[Governor Moore took the occasion of the 1966 Vance-Aycock dinner to summarize the contributions made by the Democratic party and to praise and urge support of the Democratic candidates. He mentioned by name the candidates for congressional seats. Despite efforts of the party faithful, however, veteran congressman Harold D. Cooley was defeated for the Fourth District seat by Republican James C. Gardner; Republicans Charles R. Jonas and James T. Broyhill retained their seats in the House of Representatives, defeating Democrats John Plumides and Robert Bingham in the Eighth and Ninth districts. Following the November 8 election, Moore issued a statement in which he expressed pleasure because of the election of many Democrats but deplored the defeat of others. He called for support from the minority party "in giving the people of North Carolina the benefits of good government which they deserve." In his November 9 statement, Moore said, "I do not think the losses suffered by the Democrats yesterday were due to individual records and standards. They were due by and large to trends having to do with issues beyond the borders of North Carolina. I do feel that the Democratic victories throughout the state demonstrate the continuing confidence of the people of North Carolina in our party's candidates."]

In recent days I have campaigned for Democratic candidates from the coast to the mountains. From personal experience in the last week, I can tell you this is a grand and glorious state. Our people are the finest anywhere. On November 8 they are again going to vote overwhelmingly for Democratic candidates.

The great men—Governor Vance[137] and Governor Aycock—that we honor at this annual rally would be proud of their party today. Its record of constructive and responsive government through the years is realized and appreciated by the citizens of our great state. The Democratic party's continuing concern and ability to serve in these times is recognized and is gaining even greater public support.

Tim Valentine,[138] our young and energetic party chairman, is setting a rapid pace. He is demonstrating anew the vitality and determination of our great party and its candidates. Tim has taken the Democratic Victory Train into seven of our eleven congressional districts. We will complete the statewide tour with four more rallies in the coming week.

I have seen many of you here tonight at rallies in your home districts. You know what fine occasions they have been. Exceptionally large crowds have turned out for every one of these rallies. The spirit and enthusiasm have been tremendous. Strong support was evidenced for the entire slate of proven Democratic candidates.

Of course, you know, it isn't difficult to get enthusiastic about the candidates seeking to serve under the Democratic banner. They are men and women with a determination to do something good for their fellow citizens. They have the experience and the ability necessary to bring about solid accomplishments on the local, state, and national levels.

Our Democratic delegation in the United States Congress is an excellent example of the ability of the Democratic party to get things accomplished. No state has finer senators than Sam

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[137] Zebulon Baird Vance (1830-1894), lawyer and governor from Buncombe County; Civil War veteran; governor, 1862-1865, 1877-1879; member, United States Senate, 1879 until his death in 1894. Crabtree, *North Carolina Governors*, 96-97; Ashe, *Biographical History*, 493.

[138] Itimous Thaddeus Valentine, Jr. (1926-), lawyer from Nashville; A.B., The Citadel; LL.B., University of North Carolina, Chapel Hill; World War II veteran; state representative, 1955-1959. Powell, *North Carolina Lives*, 1246-1247; *North Carolina Manual, 1965*, 462.

Ervin and Everett Jordan. Of course Senator Ervin isn't running this time; but Senator Jordan is, and he is going to be reelected by an overwhelming majority on November 8.

Our Democratic candidates for the eleven congressional seats also are going to be elected by big majorities. The people of North Carolina know the value of experience and ability. That is why they are going to return to Congress capable men like Harold Cooley, L. H. Fountain,[139] Roy Taylor,[140] Basil Whitener,[141] Alton Lennon,[142] Horace Kornegay,[143] David Henderson,[144] and Walter Jones.[145]

With these veterans North Carolina Democrats are going to send to Washington some of the finest freshmen congressmen in the nation in Nick Galifianakis,[146] Bob Bingham,[147] and John

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[139] Lawrence H. Fountain (1913-), lawyer from Tarboro; A.B. and LL.B., University of North Carolina, Chapel Hill; World War II veteran; first elected member United States House of Representatives in 1952; state senator, 1947-1952. *North Carolina Manual, 1967*, 537, 301.

[140] Roy A. Taylor (1910-), lawyer from Black Mountain; educated Asheville-Biltmore and Maryville colleges; Asheville University Law School; World War II veteran; state representative, 1947-1953; first elected to United States House of Representatives, June 25, 1960. *North Carolina Manual, 1967,* 544-545.

[141] Basil Lee Whitener (1915-), lawyer from Gastonia; educated, Rutherford County College and University of South Carolina; LL.B., Duke; state representative, 1941; World War II veteran; first elected to United States House of Representatives, November 6, 1956. *North Carolina Manual, 1967,* 543-544.

[142] Alton Asa Lennon (1906-), lawyer from Wilmington; LL.B., Wake Forest; state senator, 1947, 1951; United States senator, July 15, 1953-November 29, 1954; first elected to United States House of Representatives, November 6, 1956. *North Carolina Manual, 1967*, 540, 542.

[143] Horace Robinson Kornegay (1924-), lawyer from Greensboro; B.S., LL.B., Wake Forest; solicitor for Twelfth Solicitorial District, 1954-1960; first elected to United States House of Representatives, 1960. *North Carolina Manual, 1967*, 539-540.

[144] David Newton Henderson (1921-), lawyer from Wallace; B.S., Davidson; LL.B., University of North Carolina, Chapel Hill; World War II veteran; first elected to United States House of Representatives, November 8, 1960. *North Carolina Manual, 1967*, 537-538.

[145] Walter Beaman Jones (1913-), office equipment dealer from Farmville; B.S., North Carolina State; state representative, 1955-1959; state senator, 1965; elected to United States House of Representatives first in special election of February 5, 1966, to fill unexpired term of Herbert C. Bonner, deceased. *North Carolina Manual, 1967*, 536-537.

[146] Nick Galifianakis (1928-), lawyer from Durham; A.B., LL.B., Duke; active duty, Marine Corps Reserve, October, 1953-April, 1956; state representative, 1961-1965; first elected to United States House of Representatives, November 8, 1966. *North Carolina Manual, 1967*, 539.

[147] Robert Bingham (1938-), from Boone; educated, University of North Carolina, Chapel Hill; United States Army, 1961-1964; director, real estate sales, Grandfather Golf and Country Club, Linville; youngest North Carolina congressional nominee in 100 years. Information from Mr. Bingham, August 18, 1969.

Plumides.[148] Watch these young men, my friends; they are going to make quite a record for themselves in Congress.

These candidates—incumbents and newcomers—are men of ability and dedication. They are thinking men, who take the time to study every issue that affects their constituents. You don't stampede men like those on our congressional delegation. They stand for good government, for constitutional government, and for fiscal responsibility. This is what the people of North Carolina want in their governmental officials. I have talked with many citizens about government in recent weeks. Some had not looked at the records of our Democratic candidates, and they had to be told of our accomplishments. Most, however, did know of the records of our candidates, of the record of our party. These people already were hard at work to elect all Democrats.

There are some people in this state, however, who need a little education in government. There are still a few Republicans around, you know, and they do a lot of talking. But if you listen closely, you will hear a lot of "don'ts" in their talking. "Don't do this and don't do that" is the basis of their campaigns. They don't say what should be done, but Republicans never have had solutions, just problems.

The Democrats have brought progress to North Carolina. In the Congress, in the General Assembly, and in counties and communities, North Carolina Democrats work as a team to bring about progress, to bring about the total development we seek for our state. Roads and reservoirs, schools and hospitals, better jobs, and a better standard of living are marks of progress made by Democrats.

The people of North Carolina today, as in the days of Vance and Aycock, need the Democratic party. Today the Democratic party needs help in taking the message of responsible government to the people. Help North Carolina by working hard in the next ten days to see that all Democratic candidates are elected. If you will, then I am confident that November 8 will be another good day for Democrats and for good government in North Carolina.

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[148] John George Plumides, lawyer from Charlotte; A.B., LL.B., University of North Carolina, Chapel Hill; World War II veteran; church leader. *Alumni Directory, U.N.C.*, 713; *Charlotte Observer*, November 7, 8, 1966.

FIFTH CONGRESSIONAL DISTRICT DEMOCRATIC RALLY

WENTWORTH

October 11, 1966

FOURTH CONGRESSIONAL DISTRICT DEMOCRATIC RALLY

RALEIGH

October 18, 1966

FIRST CONGRESSIONAL DISTRICT DEMOCRATIC RALLY

WASHINGTON

October 19, 1966

SECOND CONGRESSIONAL DISTRICT DEMOCRATIC RALLY

WILSON

October 20, 1966

SIXTH CONGRESSIONAL DISTRICT DEMOCRATIC RALLY

GRAHAM

October 25, 1966

THIRD CONGRESSIONAL DISTRICT DEMOCRATIC RALLY

WARSAW

October 26, 1966

SEVENTH CONGRESSIONAL DISTRICT DEMOCRATIC RALLY

WILMINGTON

October 27, 1966

TENTH CONGRESSIONAL DISTRICT DEMOCRATIC RALLY

HICKORY

October 31, 1966

NINTH CONGRESSIONAL DISTRICT DEMOCRATIC RALLY

SALISBURY

November 1, 1966

EIGHTH CONGRESSIONAL DISTRICT DEMOCRATIC RALLY

CHARLOTTE

November 2, 1966

ELEVENTH CONGRESSIONAL DISTRICT DEMOCRATIC RALLY

MARION

November 3, 1966

In a series of eleven Democratic rallies, Governor Moore traveled from one end of the state to the other. As he went from one congressional district to another, the governor emphasized the role played by the Democratic candidate for Congress from that district. In areas where an incumbent was seeking reelection, Moore discussed briefly the record of the man and urged the voters to send him back to Washington. Though their record was good, Democrats were cautioned against sitting back and relying solely on past achievements. He urged a rededication to hard work and conscientious service. Primaries were called "the sounding boards for ideas. . . ." As Democrats faced the November elections, however, they were united; and the governor stressed the responsibility of each Democrat to "carry the cause for good government to the people of the state."

SEMINAR ON "THE EMERGENCE OF THE SOUTHEAST—ECONOMIC AND CULTURAL" AT THE TWO-HUNDREDTH ANNIVERSARY CELEBRATION OF WINSTON-SALEM

WINSTON-SALEM

November 22, 1966

Speaking at the two-hundredth anniversary ceremonies held at Salem College, the governor congratulated those who had shown their community at its best through industrial and commercial growth and by care in remembering history and keeping room in their lives "for things of the spirit." With the establishment of political stability about 1900, North Carolina began to overcome the effects of Reconstruction and its aftermath. Improvements in education, highways, and diversification of industry resulted in a rising per capita income; people began to find time for cultural interests. Literature "began to herald a new awakening for the South in this area." Dramatists portrayed the history of the state; the governor cited the Old Salem production of *Till the Day Break*, part of the anniversary observance, as an example. Book publishing, the State Museum of Art, the North Carolina Symphony Orchestra, the Brevard Music Center, and the National Opera Company were all evidences of a cultural renaissance in North Carolina. The North Carolina School of the Arts, which opened just over a year before this seminar, was an example of continuing interest in culture.

Governor Moore also spoke briefly of the state's heritage and of increased efforts to make its history known. The State Department of Archives and History, the State Literary and Historical Association and other "Culture Week" societies, local arts councils and the North Carolina Arts Council, efforts to enhance the beauty of the Governor's Mansion, and the establishment of the Executive Mansion Fine Arts Committee were singled out for commendation by the speaker. The Moravians, "industrious, thrifty, and law-abiding," provided roots for the state's strong twentieth-century cultural movement. The governor concluded by commenting that "This small band left their cultural stamp indelibly impressed upon their state, their region, and their nation. As a North Carolinian, I am proud to join in this tribute to them and the other founders of this great city."

ANNOUNCEMENT OF THE SUMMER SESSION IN SIENA OF THE NORTH CAROLINA SCHOOL OF THE ARTS

RALEIGH

December 2, 1966

Governor Moore participated in several programs relating to the School of the Arts. On February 11, 1966, he had accepted on behalf of the school and the people of the state a loan by the

Shaking hands with Mrs. Dan K. Moore at a reception given in the Executive Mansion honoring the ambassador of Italy, is Francis F. Giannini, brother of the late Dr. Vittorio Giannini who was head of the North Carolina School of the Arts. To Mrs. Moore's right is the ambassador's wife and to her left, the ambassador. Governor Moore stands to the left of Ambassador Sergio Fenoaltea. The reception was given December 2, 1966. (AP photograph.)

Corcoran Gallery of Art of the Amati musical instruments, to be played by the Claremont Quartet. In December the governor announced plans for a summer session of the School of the Arts to be held in Siena, Italy. A group of talented and dedicated young people would go to Siena, a famous center of art and culture. At ceremonies held at the Executive Mansion, the governor expressed appreciation to the Italian ambassador, to the government of Italy, and to the officials of the Academy of Music in Siena. He also thanked board members and officials of the North Carolina school and paid tribute to the school's first director, Vittorio Giannini,[149] who had died suddenly a few days earlier. The governor called "this . . . a good day of cultural achievement for North Carolina. It could be a sad day, for, indeed we—and all others who appreciate good music—have lost a friend. But because of the announcement you have made, it is a happy day for it makes public another accomplishment of Dr. Giannini and another example of his interest in the cultural development of our young people."

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[149] Vittorio Giannini (1903-1966), composer, conductor, teacher from Pennsylvania; scholarship student in Milan, Italy, in New York and Cincinnati; chosen director of North Carolina School of the Arts, 1964. *Who's Who in America*, Vol. 33, p. 732; Governor Terry Sanford's statement of May 13, 1964; Governor Moore's statement of November 28, 1966.

TEST-EXERCISE OF EMERGENCY RESOURCES MANAGEMENT PLAN FOR NORTH CAROLINA

RALEIGH

December 7, 1966

The governor thanked leaders from business, industry, and professions; officials from state agencies and department heads; and representatives of the federal government for attending the conference and for their roles in the matter of planning for emergency resource management. The group present would "evaluate and test a plan which could be vital to the preservation and survival of our state." Twenty-five years earlier America had been attacked at Pearl Harbor; the world was still troubled. The continuing need for preparedness at the state and local level had to be accepted by governmental and private leaders, the governor said in closing.

"SPECIAL REPORT TO THE PEOPLE"

STATEWIDE RADIO NETWORK

December 23, 1966

[Two days before Christmas, the governor addressed North Carolinians on the subject of progress made in North Carolina. With the halfway mark of his administration just two weeks away, Moore summarized accomplishments in the fields of education, industrial expansion, highway construction, race relations, and traffic safety. He urged citizens to wait to hear the details of his proposed tax cuts and budget before passing judgment on his general ideas; and he promised to see that tax money was carefully spent, that requests were evaluated, and that maximum results were obtained from each tax dollar. Moore observed that most of his report was optimistic, adding that the citizens were entitled to the "good news to brighten this holiday season." He closed with a word to those who had loved ones in Vietnam, assuring families that these people were in the thoughts and prayers of those at home. The broadcast ended with Christmas and new year wishes.

On Friday, December 30, 1966, the governor's year-end report to the people was released. Because it included more detail than his radio message, it is included in full below.]

YEAR-END REPORT TO THE PEOPLE OF NORTH CAROLINA

It is a great privilege for me to give this report to you, the people of North Carolina, on the year now closing.

The year 1966 was one of continued tremendous progress for our state toward our goal of the total development of all our resources and a better life for all North Carolinians.

Another record year of industrial growth brought new and improved job opportunities. Employment reached new highs. Personal income gained rapidly. Our agricultural economy continued to advance in diversity and strength.

We made further progress in improving state services to you—in schools, roads, traffic safety, health services and facilities, opportunities for the handicapped and the aging, and other basic areas of governmental responsibility.

Efforts to conserve and make wise use of our natural resources, and to protect our state's natural beauty, also progressed. We moved ahead in developing our forests and waters, pollution abatement, state parks, and other recreation areas. We acted to enlarge cultural opportunities and activities.

We completed the machinery for statewide coordination of planning and action for sound future development of our growing state. We achieved greater involvement of local and area leadership to work with government for progress. This is vital to total development, because our state can progress only to the extent that the people want it to.

In this year 1966, you, the people, showed clearly your intention to cooperate in all our development programs. And it is to you that the major credit goes for what we have been able to do.

PUBLIC EDUCATION

Educational opportunities, the key to continued progress for our people, gained further strength and diversity. In 1966 the number of new teachers added in the public schools exceeded the statewide gain in enrollment. Total enrollment rose to 1,183,690, served by 51,047 teachers, supervisors, and principals.

A record biennial appropriation, containing the largest increase in public education funds ever requested of a General Assembly, provided many improvements. Salaries were increased. The teacher-pupil ratio was reduced, particularly in the primary grades. Free textbooks were provided in elementary grades. More schools employed full-time librarians. Most high schools made full-time guidance counseling service available. Services to the mentally retarded and other handicapped children were extended, including a new program for the homebound and hospitalized. Vocational rehabilitation facilities were established for older youths and adults. For gifted and talented students, we established special classes and supported a summer residential school.

Attendance has improved, with more students remaining in school until graduation. More students are taking more courses, both in the regular and summer sessions, than previously. Almost 40 percent of our 1966 high school graduates are continuing their education in colleges and universities.

More than 100,000 persons were enrolled in the forty-three units of our community college system in the year which ended with the 1966 summer quarter. This was 50 percent more than in the previous year. Twenty-seven of the institutions have building programs in progress to meet rapid enrollment increases.

A stronger program for training employees of new and expanding industries was begun in 1966. Enrollment in the community college system was about 70 percent occupational, including training for sixty-nine industries. Ten percent of the students were in the college transfer program. Twenty percent were adults in elementary and secondary level programs who never finished public school.

An additional allocation of $35 million in state aid to local units for school construction was made in June. This brought to $60 million the total allotted thus far from the current $100 million school bond issue.

HIGHER EDUCATION

Improvements in our state-supported university and colleges, bolstered by an operating fund increase of nearly 38 percent for this biennium, progressed further in 1966. A new construction authorization of almost $125 million helped meet critical needs resulting from increasing enrollments.

One of our great needs in higher education is to determine just where we stand, where we are going, and how best to get there. A special allotment enabled the Board of Higher Education to initiate the development of a long-range plan for North Carolina, including both public and private institutions.

Additional grants brought to more than $26 million of federal aid for construction at institutions, public and private. Of this, more than $18 million is helping provide 74 library and classroom buildings at 39 institutions, and almost $8 million went for classrooms, laboratories, and shops at community colleges. Under a new program, more than $533,000 in aid for equipment was approved for 25 colleges.

Efforts to help qualified needy students advance their education were increased during the year. The larger insurance companies in the state joined banks in making loan funds available. North Carolina became one of the first states in the nation to establish an insuring agency for student loans by private enterprise. About seventeen hundred students are receiving such assistance. Nearly a thousand more were able to begin further education, or to continue in school, with funds they earned in a work-study program.

INDUSTRY AND BUSINESS

Again in 1966 North Carolina's industrial development reached new highs. The total investment was $613,581,000, up more than 27 percent over 1965, for 589 new plants and plant expansions. These projects will add 37,455 jobs and $141.8 million to our state's industrial payrolls.

Our four-pronged European mission, Exportunity 1966, was a success from all points of view. The Trade Mission and Textile Show will generate an estimated $5 million in export trade. The industrial mission drew great interest from European firms, and special surveys are being made for more than a dozen of these companies.

Other figures reflect a continuing high level of business and commercial activity during 1966. Up to this month, 468 additional foreign corporations were authorized to do business in North Carolina, compared with 424 during all of 1965. The resources of state-chartered banks rose to about $3.33 billion dollars, up about $225 million in a year.

Employment continued to gain. In October, for the first time, nonfarm employment passed the one-and-a-half-million mark, up about 50,000 from October, 1965. Insured employment reached an all-time high in June of 1,777,700, up some 77,500 from a year earlier. Insured unemployment declined 28 percent. Because of legislative action, average weekly benefits to the unemployed increased almost 18 percent. The textile industry became the first in North Carolina to report a billion-dollar payroll.

Despite a year-end slowdown in housing starts, building expenditures in the state's thirty-six cities of more than ten thousand population reached a record high in 1966, for the ninth consecutive year.

Public utilities invested about $211 million in new facilities to meet growing demands. Telephone companies gained an estimated 122,000 customers; electric utilities, 55,000; and gas utilities, 14,300.

The most recent figures available placed North Carolina first in the mid-South and sixth in the nation in personal income gain. This gives hope of another increase in our per capita income, which rose to $2,041 in 1965.

AGRICULTURE

Increased livestock production and improved prices, and a gain in tobacco returns, are expected to push our farm marketings for 1966 to as much as or perhaps more than the 1965 figure, which reached $1.4 billion. We are especially pleased by the increase in income from livestock and livestock products, because of our awareness of the great future we have in food production. Strong emphasis on marketing and encouragement of expansion in food processing contributed to strengthening our agricultural economy. During the year, food processing concerns announced thirty-four new plants and expansions. These additional facilities created approximately 1,300 new jobs and added some $4 million to payrolls.

HIGHWAYS

During 1966 the State Highway Commission awarded construction contracts totaling about $110 million—more than in any previous year. About $60 million in bond funds were authorized for projects on the primary, secondary, and urban systems. Half of this was let to contract.

About half the state's 770-mile interstate system is opened, and another 18 percent is under construction. One interstate section was opened in October.

Contracts were let for screening junkyards along primary highways. A special committee of the commission was assigned the task of studying the state's legal position with regard to highway beautification and to prepare legislative recommendations.

RESEARCH

North Carolina strengthened its position as a center of research during the year. Two new facilities for the Research Triangle Park were announced. Hercules, Inc., began construction of a multimillion-dollar fiber research and development laboratory. The research park was selected as the site of a new regional education laboratory to serve the states of North Carolina, South Carolina, and Virginia. New facilities for IBM and Beaunit Corporation neared completion. The park completed and turned over to the U.S. Department of Health, Education, and Welfare interim buildings for the National Center for Environmental Health Sciences.

The North Carolina Board of Science and Technology completed its new building in the park in March. The board made twenty-one grants totaling $216,974 to support research programs in colleges, universities, and research institutions throughout the state. This brought the total of state grants by the board to $1,006,113, which attracted $5,923,823 in grants from other sources, for a return of $5.95 for each dollar invested by the state. The board opened a regional dissemination center for new technology resulting from aerospace research.

A large computer installation of the Triangle Universities Computation Center, in which Duke University, the University of North Carolina, and North Carolina State University participate, was placed in the Board of Science and Technology Building. The computer will also serve other colleges across North Carolina.

FISCAL POLICY

North Carolina improved its already excellent financial condition in 1966. Some 3.5 million tax returns were processed, over

4 percent more than in 1965. General Fund collections were about $573 million, up 16.6 percent. Highway Fund collections were about $188 million, up 6.9 percent. In addition, the state collected about $32.3 million which was distributed to counties and municipalities. Counties received $12.5 million and municipalities $19.8 million. These distributions were 10 percent higher than in 1965.

PLANNING AND DEVELOPMENT

Total development demands that every community, every county, and every area of our state share in the overall progress we are achieving. We must encourage further growth in the more prosperous areas. We must help stop and reverse lagging trends which are not keeping the pace.

We must meet the problems of rapidly increasing urbanization. We must make beautification of our environment a permanent part of conservation of natural resources and of planning for sound and orderly growth. We must give attention to the problems of older citizens among our population, which reached five million in 1966.

Principal and supporting responsibilities in these and other fields are assigned to the State Planning Task Force, which coordinates state, local, federal, and private programs for developing our human, natural, and financial resources.

The Governor's Advisory Committee of the Piedmont Crescent was established to coordinate governmental efforts to promote orderly growth in this industrial heartland of our state. More than one hundred outstanding citizens agreed to serve on this commission. Private funds were raised to supplement public funds to provide professional direction for the commission's work.

The State Planning Task Force employed a specialist on municipal problems to work with our growing municipalities. The Department of Conservation and Development began a program of preparing planning trainees to help meet the needs of local governments.

Industrial growth has intensified the need for low-cost housing in many areas of the state, both urban and rural. The Planning Task Force employed a specialist in this field to give assistance with this need.

The Appalachian Regional Development Program advanced rapidly. The first Appalachian highway link to be completed anywhere was opened in North Carolina last October. Three other sections were put under contract. Appalachian fund allocations rose to nearly $2.5 million for such projects as school, hospital, airport, and waste treatment facilities. Aid was also given to establishing local development districts.

Approval also was given to the establishment of the Coastal Plains Regional Commission for North Carolina, South Carolina, and Georgia. I have worked for several months with the governors of South Carolina and Georgia on this program by which we will identify development needs of the eastern regions of our states and recommend action to meet those needs.

The Governor's Coordinating Council on Aging was created to guide the efforts of state agencies and institutions dealing with the problems of our older citizens.

The Governor's Advisory Committee on Beautification was initiated to coordinate activities designed to protect and enhance the natural beauty of our state.

HEALTH AND WELFARE

Programs to protect and improve the health, welfare, and well-being of our people made considerable progress in the past year.

Community mental health program development continued. Three new comprehensive mental health centers were approved. Patients under treatment in local programs increased by 6 percent. Sites were selected for new alcoholic rehabilitation centers at Greenville and Asheville, and plans for a third center at Butner neared completion. A new 100-bed facility for blind multi-handicapped children was opened. Despite an increase of over 7 percent in admissions to the four regional psychiatric hospitals, the resident population continued to decline.

North Carolina continued to lead the nation in medical facility projects. In 1966 approval was given to eleven hospital projects providing 363 more general beds and 80 long-term care beds, two rehabilitation projects, two mental health centers, one facility for the mentally retarded, and one public health center. There are now sixty medical projects in planning or under construction to cost about $103 million.

In public health, local clinic services expanded considerably, health counseling for military draft rejectees was initiated, two neurological centers were opened, and home health programs were intensified. The state's responsibilities in Medicare were undertaken smoothly, and 97 percent of the state's general hospital beds were certified for Medicare participation. Migrant housing improved markedly.

In public welfare, new procedures accelerated payments and effected economies in the handling of benefit funds.

THE BLIND AND HANDICAPPED

The state made considerable progress in 1966 in programs aimed at helping the blind and handicapped help themselves through gainful employment. The Commission for the Blind rehabilitated to gainful employment 456 persons who are either totally blind or have severe visual handicaps. More of the blind worked in the commission's six workshops, and the overall earnings of these people increased. The Governor's Committee on Employment of the Handicapped reported an estimated sixteen thousand handicapped persons, of whom about 17 percent were taken from public assistance rolls, were placed in gainful employment in 1966.

Consideration is being given to merging the governing boards of the state schools for the blind and deaf for more efficient operation.

The Mary Duke Biddle Gallery for the Blind, a sculpture gallery for the state's eleven thousand blind persons, was opened in the State Museum of Art.

CORRECTION AND REHABILITATION

During the year North Carolina strengthened its position as the pacesetter in developing community-based correctional programs. The State Prison Department, State Probation Commission, and Board of Paroles cooperated more closely than ever in pre-parole and prerelease programs. North Carolina's nationally recognized work-release program survived a serious constitutional challenge. There are now more than fifteen hundred prisoners working in the free community, paying taxes and the cost of their prison keep, contributing to dependents' support, and saving money for use on parole or final discharge. The number of probationers rose to almost fourteen thousand, an increase of 21.4 percent.

The State Prison Department is working with the Department of Community Colleges to meet a wide variety of educational and vocational needs of inmates; with the Division of Vocational Rehabilitation on vocational programs for handicapped young inmates, particularly the mentally retarded; and with the Department of Mental Health in extending the services provided inmates by mental health clinics.

In the field of juvenile correction, a new reception unit to assure the proper assignment of students to meet their individual needs was opened in the western part of the state. A new training school neared the construction stage.

VETERANS ASSISTANCE

The war in Vietnam and the new GI Bill, which became law in March, have increased the veteran population and assistance activity of the North Carolina Veterans Commission to an all-time high. Our state now has more than 502,000 living veterans, who with their dependents and the survivors of our deceased veterans, represent about 43 percent of our population. More than 100,000 North Carolina veterans and dependents are on the Veterans Administration disability compensation and pension rolls. About 4,400 young veterans are already attending school in this state under the new GI Bill.

NATURAL RESOURCES

Water resources development played an increasing role in our natural resources conservation efforts in 1966. Municipalities and industries allocated $34 million for additional water pollution control projects. A plan for developing the Upper French Broad River Basin for flood control, pollution control, water supply, and recreation gained widespread support. Emergency work to protect historic Fort Fisher was completed as were projects to prevent erosion at Carolina and Wrightsville beaches. The Department of Water Resources conducted a study on needed legislation for sound water resources development and on groundwater conditions in the central and northern Coastal Plain.

Forest-fire and insect control programs prevented much threatened damage to our forest resources. Considerable progress was made toward developing a management plan to improve catches for commercial and sport fishermen. The Wildlife Resources Commission established six major public hunting and game restoration areas near Piedmont population centers and added four new boating and fishing access areas, for a total of eighty-five.

The Governor's Inter-Agency Council on Natural Resources was created to coordinate efforts for the conservation and wise use of natural resources for the benefit of all our people.

STATE PORTS

The year 1966 saw the greatest growth in port activities since the State Ports Authority was established. The ports of Morehead City and Wilmington, rated on the dollar value of cargo moved, led all Atlantic and Gulf Coast ports and, with the exception of two, the ports of the West Coast. Cargo tonnage for our ports increased 5.7 percent during the year. New facilities costing $5.4 million were built at Wilmington. A $15 million expansion at Morehead City, including a bulk facility to handle phosphate ores, is in progress at Morehead City.

TRAVEL AND RECREATION

During 1966 increased business activity was reflected in greater demand for travel and recreation. Major tourist attractions drew larger numbers of visitors than in the previous year, when travel expenditures in the state topped $1 billion. State parks attendance set a new record.

The state's Travel and Promotion Division won a national award for the quality of the new state advertising program.

North Carolina's first comprehensive recreation plan was begun. Approval of the first stage made nearly $2 million of federal aid available to the state and local governments. Some of this aid was used to supplement state funds for expanding and improving state parks. Several new commercial recreation complexes were developed under the guidance of the State Recreation Commission. The state has bought 90 percent of the land for the new Cape Lookout National Seashore and expects to acquire the rest in 1967.

The Governor's Committee on Water Safety worked out recommendations for coordinating and improving the programs of public and private organizations in this field.

Governor Moore, in one of his rare moments of relaxation, is shown on the Pleasant Grove Shooting Preserve in Bennett during the winter of 1966. (Photograph from Travel and Promotion Division, Department of Conservation and Development.)

CULTURAL ACTIVITIES

Any program for total development must give attention to encouraging cultural achievements for our people. In 1966 the North Carolina Arts Council was established to make a study of the state's arts resources as the basis for seeking funds for development of the arts in North Carolina.

The State Museum of Art increased its standing among the country's museums. Among its thirty-seven acquisitions during 1966 was a painting by Raphael. Our museum thus became one of four in the nation to own a work by this master. The value of the state museum's holdings rose to about $8 million. Attendance again reached a new high.

Preservation of historic sites and buildings progressed during the year. The State Department of Archives and History built a visitor center-museum at Brunswick Town and dedicated another at the Richard Caswell site. It cleared the expenditure of private funds for a number of restoration projects.

Through expanded audiovisual services, the State Library assisted programs of the Museum of Art, and community colleges and technical institutes. It also helped with rehabilitation programs at correctional institutions.

HUMAN RELATIONS

North Carolina continued to make excellent progress in human relations during the year. The state Good Neighbor Council, in keeping with its expanded program, added a full-time assistant to the chairman. New councils were established in Hertford, Edenton, Pitt County, and Martin County. Three additional communities were in the process of forming councils.

COURTS IMPROVEMENT

The first stage of North Carolina's program to improve and expedite the administration of justice, twelve years in the planning and making, became effective in 1966. The new district courts, eventually to replace all courts in the state below the superior court, began operation in twenty-two counties on December 5. These courts, for which the state will bear the operating costs, will be established in sixty-one additional counties in December, 1968, and in the remaining seventeen counties in December, 1970.

TRAFFIC SAFETY

Steady progress was made in implementing the final phases of our comprehensive traffic safety program. Motor vehicle inspection, initiated in February, ran smoothly. It resulted in the removal of thousands of unsafe vehicles from our highways. It also brought gratitude from many owners after inspections showed defects in their cars which might have cost their lives. The Department of Motor Vehicles reported almost 99 percent compliance with the inspection law.

Another increase in State Highway Patrol strength, and new procedure which reduced clerical work for troopers, greatly expanded the patrol's ability to cover our highways. With new equipment, the patrol initiated an intensified attack on drunken and speeding drivers. Arrests for drunken driving rose 47 percent and those for speeding rose 40 percent.

Driver improvement training was expanded. More than seventeen hundred drivers, including all headquarters personnel of the Department of Motor Vehicles, received defensive driving instruction. Two hundred and seventeen instructors were trained. Plans were begun to offer this training in all our 100 counties in 1967.

Several hundred incapacitated drivers were taken off the highways during the year as a result of professional evaluation of reports of physical examinations.

A $106 million program to eliminate engineering hazards at more than fifteen hundred accident-prone places on our highway system was begun. Reflectorized license plates, to reduce the danger of rear-end collisions at night, were distributed for sale next month.

The Traffic Safety Research Center was established at the University of North Carolina during the year. It immediately began setting up several projects, including an evaluation of the vehicle inspection program and a study of the growing problem of motorcycle accidents.

CONCLUSION

The prospects for further economic growth in 1967 are good. We can expect business and industrial activity to remain at high levels. We can look for additional increases in job opportunities, the key to our hopes for total development.

With continued expansion of our economy will come further educational, social, and cultural progress for our people.

Continued gains in state revenues will make possible both a strengthening of the basic services of government and tax relief for our citizens. There will be a large number and variety of problems facing the 1967 General Assembly, which convenes in February. But I am confident that this legislature will meet all issues with the same forward-looking approach taken by the 1965 session. I believe the new session will build well upon the excellent program for progress enacted two years ago.

We know we have a long way to go in seeking total development. But our past accomplishments make it clear that we are on the right track and the job can be done. In the months and years ahead, through continued cooperation and with the help of divine guidance, we will continue to move forward toward a better life for all North Carolinians.

ANNUAL MEETING OF NORTH CAROLINA ASSOCIATION OF SOIL AND WATER CONSERVATION DISTRICTS

RALEIGH

January 10, 1967

Never before had the wise use of natural resources been so important, the governor told members of the North Carolina Association of Soil and Water Conservation Districts at their meeting at the Sir Walter Hotel. He said his administration, dedicated to the total development of all resources, was working toward the building of three sectors of the economy: industry, agriculture, and travel and recreation. Each was rooted in natural resources. The fast pace of industrialization, new and better job opportunities, sharply reduced population losses by out-migration, rapid urbanization, and decreased number of farm workers were factors indicative of trends in North Carolina. More efficient practices in agriculture were essential; assured water supplies had high priority; increased recreational opportunities had to parallel the rise in incomes. All of these developments meant pressure on natural resources.

Governor Moore mentioned North Carolina's strong programs in many areas: water resources, parks and recreation, forestry, wildlife resources, pollution control, municipal and county planning. Despite these, there were times when the total picture was not clear; for that reason the Inter-Agency Council on Natural Resources had been established for the purpose of coordinating conservation programs. Governor Moore urged members of the association to make use of the council "to study the overall conservation picture and to dovetail your planning and action more closely with other programs." Confidence was expressed in the group's watershed protection programs which would contribute to the total development concept. It was pointed out that lagging areas in North Carolina frequently needed only an adequate water supply to attract prospects. Citizens concerned with conservation could be confident of the future because wise use of natural resources had a place in the "building of a better North Carolina for our generation and for future generations as well."

JOINT MEETING OF PRISON DEPARTMENT AND COMMUNITY COLLEGE PERSONNEL

RALEIGH

January 12, 1967

[For a number of years, North Carolina had placed emphasis on rehabilitation of those serving prison terms. Education, regarded as one of the chief means of rehabilitating a person, made him self-sufficient upon release to society. Speaking at the North Carolina State University Faculty Club, Governor Moore affirmed his belief in this philosophy and urged a continuation of programs offering training opportunities to those in prison.]

I have always said that education and jobs are the best cure for poverty. I can say somewhat the same thing for this program of prisoner education. I believe that education and jobs are the best preventives of crime.

This program makes good sense for many reasons. Just as work release, for example, prepares inmates for a successful return to the free community, so can this program help them make the transition.

From my years as a district solicitor and superior court judge, I know that ignorance breeds poverty. Ignorance and poverty breed a great many of the crimes committed in our state. I also know that for a nation to survive and prosper, law and order must be maintained, and crimes of all kinds must be held to a minimum.

We serve not only the prison inmates by such a training program as this; we also serve all the other people of North Carolina if to any degree we reduce the effects of these causes of crime.

North Carolina is in a period of great growth and general prosperity at this time. Our hope is to increase our momentum toward our goal of total development of our state—of its resources and all its people.

A factor which threatens to slow our rate of progress is a lack of trained and trainable manpower. We need more people to work in our expanding industrial economy. We need more people for trades and services which are growing along with industry.

Total development requires that we make the fullest possible use of every resource we have—human, natural, and financial. We need all our citizens working together for the good of all.

Crime and imprisonment rob us doubly. Every person lost to the free community becomes, to some extent, a burden on the rest of our people. Some of our potential for human resource development is lost.

By the same token, if we, through this program and other measures for rehabilitation can help inmates return to free, productive lives, our gain is a double one.

Thank you for this opportunity to be with you today and to learn more about this program. I am grateful for your cooperative efforts in this important work and encourage you to give your best to the job. I promise you my full cooperation. Thank you on behalf of all the people of North Carolina.

ANNOUNCEMENT OF NORTH CAROLINA AGRICULTURAL EXTENSION SERVICE'S NEW FIVE-YEAR PROGRAM

RALEIGH

January 30, 1967

Announcement was made on January 30, 1967, of "Target 2," a program sponsored by the Agricultural Extension Service. The goal of a gross farm income of $2 billion by 1971 meant an annual gain of over $100 million. Governor Moore, in his remarks, called the new program one which was vital to the concept of total development in North Carolina. The first of the five-year programs, "1.6 in '66," was successful in that 75 percent of the counties fulfilled their goals even though the complete goal was not realized; ideal growing conditions would have brought the expected $1.6 billion gross farm income. This earlier program could be used as a guide in achieving the ambitions of "Target 2." Nonproducing goals, such as family living and community development, were also satisfying concepts, and the governor commended personnel of the Extension Service for their thinking along these lines. He expressed confidence that the complete "Target 2" program would succeed, praising the leaders for the endeavor.

SIR WALTER CABINET

RALEIGH

February 14, 1967

Governor Moore, at his second appearance before the Sir Walter Cabinet, discussed culture in the Old North State. Briefly he told of the work of the Executive Mansion Fine Arts Committee, under the chairmanship of Mrs. James Semans,[150] commenting on the acquisition of many valuable gifts of art and furniture. Construction of the new Archives and History-State Library Building was under way, and the governor expressed hope that there would also be a new Museum of Art Building in the near future. The renovation of the old legislative chambers under the direction of Dr. Christopher Crittenden[151] was also mentioned, and Moore desired that the Capitol and its grounds become a year-round show place. Achievements of the North Carolina Symphony and acquisitions of the Museum of Art, including its gallery for the blind, were cited. Governor Moore took the occasion to announce a $15,000 grant to be used in planning for the utilization of the gallery by the blind of North Carolina, noting that the grant had just been approved by Miss Mary Switzer,[152] commissioner of vocational rehabilitation of the United States Department of Health, Education and Welfare. Bob Brickell,[153] executive director of the North Carolina

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[150] Mary Duke Biddle Semans (Mrs. James H.) (1920-), community and state leader from Durham; A.B., Duke; alderman, city of Durham, 1951-1954; mayor pro tem, 1953-1954; member of various governor's committees. *Who's Who of American Women*, 1087.

[151] Christopher Crittenden (1902-1969), historian and administrator from Raleigh; A.B., A.M., Wake Forest; Ph.D., Yale; former university teacher; director, State Department of Archives and History, 1935-1968, assistant director, 1968-1969. *North Carolina Manual, 1967*, 520; *News and Observer*, October 14, 1969.

[152] Mary Elizabeth Switzer (1900-), government official from Washington, D.C., A.B., Radcliffe; numerous honorary degrees; holder of various government positions; federal commissioner of vocational rehabilitation since 1950. *Who's Who of American Women*, 1190.

[153] Robert V. Brickell, native of Dallas, Texas; A.B., A.M., University of Mississippi; graduate work at Harvard and Duke; member of faculty, North Carolina State, 1959-1966; executive director, North Carolina Arts Council, 1966-1968; since 1968, vice-president for development of Smart, Woodall and Associates, Architects, Raleigh. Information furnished by Mr. Brickell's office, May 5, 1969.

Arts Council, was in the process of documenting the resources of the state in all fields of the arts, a survey which would serve as a basis for additional development. Moore asked, "Why does North Carolina do so much in the arts? Our per capita income is low, yet we lead the nation in the percent of tax funds spent on the arts. Why?" Answering his question, he noted the attitude of the people who wanted "the best of all for this generation and the ones to follow. Art appreciation, education, and enjoyment have meaning for North Carolinians." He called on each member of the Sir Walter Cabinet to help the cause of culture and the arts in the Tar Heel State.

DEDICATION OF SCIENCE AND TECHNOLOGY RESEARCH CENTER

RESEARCH TRIANGLE PARK

February 15, 1967

The Research Triangle Park continued to grow, and Governor Moore called the new North Carolina Science and Technology Research Center "another milestone in North Carolina's road of progress toward total development." The governor acknowledged the role of Governor Hodges in the development of the concept of the Research Triangle and that of Governor Sanford in giving "meaning to the idea of a board to support the development of industrial research." The 1963 General Assembly approved the establishment of the Board of Science and Technology, and the 1965 legislature provided for a continuation of the work of the board. Its achievements were indicative of the cooperation of state government with the business and scientific communities. More than $1 million for fifty-nine research projects had been allocated by the board since 1964, and nearly $6 million in supplementary funds had come from other sources. Helping industry use the results of research, in the national space program and other scientific endeavors, was a second objective. The board, cooperatively with the National Aeronautics and Space Administration, was operating a regional center to provide industry with information about new materials, products, and techniques. Because industry had found the service valuable, approximately forty-one companies had paid over twenty thousand dollars in subscription fees for center services. Governor Moore commended the members of the Board of Science and Technology for their outstanding work.

LUNCHEON MEETING ON ACCELERATING THE MECHANIZATION OF AGRICULTURE IN NORTH CAROLINA

RALEIGH

February 20, 1967

Governor Moore invited a group to have lunch at the Executive Mansion and discuss problems of agricultural mechanization; the guests heard the governor say that North Carolina had lagged behind many states in mechanizing its agriculture, partly because of the difficulty of using machinery with such crops as tobacco. This lag, however, made for a labor problem. Low productivity through hand labor meant low wages, particularly for seasonal workers, and the tight labor market added to the problems of the farmer. Governor Moore reminded his guests that everyone had a stake in the problem, especially machinery and equipment manufacturers. The state was a good market for farm machinery as evidenced by the fact that over $750 million had been invested in such equipment. The host spoke optimistically concerning the outlook and the probability of speeding the rate of mechanization in the Tar Heel State.

INDUSTRIAL DEVELOPMENT ANNOUNCEMENT

CHARLOTTE

March 14, 1967

[In this talk, at which announcement was made of a turbine manufacturing facility to be built by the Westinghouse Electric Corporation in Charlotte, Governor Moore showed the effects of one new industry on the economy of the state. He also discussed the assets to be derived by the company through its location of the new $65 million facility in North Carolina.]

One of the pleasures of being governor is having someone compliment your state. Today the officials of the Westinghouse Electric Corporation have paid a tremendous compliment to North Carolina. I am most appreciative and proud.

An investment of $65 million in a single facility, I believe, demonstrates great confidence in a state and in a community. The employment of 1,000 people—most of them to be North Carolinians—shows great confidence in the people of this state.

I am pleased, too, with the type of facility which Westinghouse is now bringing to North Carolina. It will be the most modern and efficient turbine manufacturing facility in the world. This is the kind of industry that helps provide for a better future for people everywhere.

North Carolina is a proud and progressive state. North Carolinians like to witness progress at home. We like to know that what is happening here will mean progress in other states and other nations. This Westinghouse facility will fulfill both these goals.

What will a $65 million investment mean in North Carolina? Good jobs for a thousand people and much, much more. The effects of this investment will spread and touch many aspects of life in the community, the state, and, to some extent, the region.

The economy of this area will benefit substantially. The building of the facility itself will bring about a temporary but sizable increase for the local construction industry and its employees. Businesses—such as the power company, the telephone company, and transportation agencies—will also profit.

The salaries paid employees will be turned over many times in the economy. According to estimates of our Department of Tax Research, retail establishments will realize additional sales of $2.5 million a year. Company employees will spend another $1 million for amusements, for doctors, and for other services.

Although most of the employees will be within commuting distance, over a period of time, considerable housing construction can be expected. At least nine hundred home or apartment units, totaling some $12 million, will be built within the next several years.

The state and local governments will benefit taxwise too. It is estimated that such an investment will bring $1 million a year to the state in taxes paid by the manufacturer and the employees. Local governments will receive about $625,000 a year. Of course others will be paying more taxes on their increased income and property holdings.

Additional bank debits from accounts of employees and the manufacturer will provide new funds for growth in the area. The increased employment and the added incomes of business and professional people serving these employees will help raise the per capita income of the state.

The injection of this money into the economy will generate additional incomes that could total $5 million a year in the retail service, housing, and financial trades. In fact, it is hard to find any area of the economy of North Carolina which will not benefit from such an investment.

But there is another side to this coin. An investment of $65 million means a lot to North Carolina. What is Westinghouse getting for its investment from North Carolina?

The first thing, I believe, is a healthy business climate. We feel very strongly about the free enterprise system. It has served this state and nation well. The United States is today the strongest and most productive nation on earth because enterprise has been virtually free from government control and domination.

There is everything right about a company making money. We hope and expect Westinghouse to make a good profit from its investment here in North Carolina. We hope all of the stockholders will smile when the dividend checks come in. We hope they all will say, "That was certainly a smart move, putting that plant in North Carolina."

Second, good government is a habit in North Carolina. We take pride in this fact and continually strive to maintain its validity. Government on all levels in North Carolina is accepted as a public trust. It is interested in the well-being of all its citizens—individual and corporate.

State government is continually seeking to improve its services to the citizens. Education is foremost. Seventy cents of every general fund tax dollar goes to education. We have excellent public schools, a fine program of technical training, and an outstanding system of higher education.

Our highway program is the largest in the history of our state. We are moving as rapidly as wise utilization of tax funds will allow to meet every road need. We have good hospitals. We are conserving our abundant resources. In every direction, there are wonderful recreational and cultural facilities.

Most important to Westinghouse and to other companies building in North Carolina, I believe, are the people. North Carolinians appreciate and respect anyone who shows an interest in our state. Whether just visiting or staying a lifetime, we seek to make the stay in North Carolina pleasurable, productive, and profitable.

You will find officials of the state and of our Queen City interested in your problems and as helpful as possible in finding their proper solution. You will find your corporate neighbors cooperative and considerate. You will find our people friendly, productive, and willing to do a full day's work for a full day's pay.

We are all proud and pleased to have Westinghouse select Charlotte, North Carolina, as the site for this wonderful new facility. We look forward to a long and mutually beneficial association. I thank you for considering North Carolina, and I compliment you on the wisdom of your choice.

MEETING OF STATE OFFICIALS ON THE ORGANIZATION OF ECONOMIC DEVELOPMENT DISTRICTS IN EASTERN NORTH CAROLINA

RALEIGH

March 21, 1967

MEETING OF THE ORGANIZATION OF ECONOMIC DEVELOPMENT DISTRICTS IN EASTERN NORTH CAROLINA

RALEIGH

March 22, 1967

On successive days Governor Moore discussed possibilities for economic development in the eastern counties. Meeting first with state officials and next with local leaders, the governor explored possibilities whereby the concept of total development could become reality in the eastern part of the state. He stated that the federal government, through the Economic Development Administration of the Department of Commerce, had approved a grant of $51,700 and the state had made available an additional $17,233, making a total of $68,933. To benefit from these funds, economic development districts, to be comprised of several counties working cooperatively, would have to be formed. The new program would complement state programs already in existence.

The governor cited the success of the State Planning Task Force as an example of cooperation among state agencies; this venture instilled confidence in the success of future programs. In speaking to the local leaders Moore referred to opportunities in agriculture and in industry in the counties of the Coastal Plain; he also mentioned the opportunities awaiting North Carolinians of the future, referring to predictions that the ocean would be a chief source of food and other resources in future years. Until the day that those predictions became reality, however, the abundant resources of the present would need to be utilized. Education, transportation, job opportunity—all needs receiving major attention—were keys to success. Though the state stood ready to be of assistance, the proposed program would require local leadership and initiative. Governor Moore promised assistance to those wanting help.

TENTH ANNUAL NORTH CAROLINA PLANNING CONFERENCE

CHAPEL HILL

April 6, 1967

Beginning his remarks with a comparison of "Sleepy Hollow" and "Progressive City," the governor discussed characteristics of the city that planned and thereby stayed ahead. Though most North Carolina cities were in the category of Progressive City, the state needed to prepare for greater urbanization. Governor Moore termed this conference on "The Future of Urban Development in North Carolina" an indication of the determination of Tar Heels to remain in the lead. The Institute of Government was commended for its participation in the conference.

In discussing current state programs pertinent to urbanization, Moore referred to the trend away from rural life as a continuous process but rejected the idea of there being a major conflict between urban and rural ways of life. No rivalry should exist among local, state, and federal governments; there were "problems enough for all. . . ." Because North Carolina cities had not emerged into metropolitan areas comparable to those of the Northeast, time remained, along with responsibility, for dealing with complex problems. The governor assured those at the conference that the state would continue to provide assistance but would not assume authority properly belonging to local units of government.

Local participation naturally required local finances, and Governor Moore referred to the Tax Study Commission's recommendation regarding the levy of a countywide sales tax, a recommendation endorsed by the League of Municipalities and the Association of County Commissioners. He recommended a countywide levy only in those counties where the people voted for such a tax.

Water pollution, the development of water supplies, and air pollution were other matters needing attention. Legislation had been recommended to provide for a Department of Water and Air Resources, an agency which would continue the work of the Board of Water Resources and the State Stream Sanitation Committee and which would also administer a new air pollution control program. [Such legislation was enacted.] Planning such as this would mean that by the year 2000 North Carolina would maintain high standards of water and air pollution control.

Another problem related to urbanization was that of transportation, both surface and air. The state had long rendered aid in the construction of streets as a result of the Powell Bill of 1951; more than $108 million had been returned to the municipalities for use on local streets. The $300 million road bond issue made additional funds available to specific cities. Provision for airport aid had also come under the scrutiny of the General Assembly. Governor Moore predicted the installation of a rapid transit system to connect cities of the Piedmont Crescent by the year 2000.

Complexity of problems, increasing population, and greater demands would result in changes in government and more cooperation among units. The State Planning Task Force, formed with the idea of coordinating state efforts with those of federal and local governments, was already working in the area of housing; the Governor's Advisory Committee on Low-Income Housing was working as a special branch of the Task Force.

Law and order—another area requiring attention—necessitated cooperation. The work of the Law and Order Committee had stimulated interest in a statewide program of law enforcement education, and the Institute of Government had been working on a coordinated program for the training of law enforcement officers at all levels of government. Governor Moore expressed the opinion that the government closest to the people would be the best in future years. State government intended to be an equal partner with local and federal governments. Urban development was a responsibility of cities and counties and also of the state; to insure orderly development, Governor Moore had called on state officials to work with county and municipal officials, with the League of Municipalities, and with the Association of County Commissioners. North Carolina could not "be lax where urbanization is concerned. We must all continue to think ahead and plan ahead," Governor Moore concluded.

GRAND LODGE OF ANCIENT FREE AND ACCEPTED MASONS OF NORTH CAROLINA

RALEIGH

April 18, 1967

[The governor, himself a member of the Masonic Order, delivered the Grand Oration when the Masons of North Carolina met in Raleigh's Memorial Auditorium in the spring of 1967. Moore took the occasion to discuss the role of public welfare, taking care to point out the responsibilities still on the shoulders of religious, civic, and fraternal bodies to help those in distress.]

In my message to the legislature earlier this year, I outlined the most comprehensive and expensive program ever presented to a General Assembly in North Carolina. I asked for necessary expansions in all areas of state service to our people. The recommended budget totaled $2.7 billion, the largest in history. My total program is ambitious, but it is essential for continued growth and development.

I pointed with pride to what has been accomplished in North Carolina in the last two years. I believe, as I told the General Assembly, this state "has taken a giant step forward toward greatness in all areas." We cannot afford to pause now, to relax our efforts. We must move ahead in all areas, accelerate the pace of progress.

The purpose of our efforts, indeed of my administration, is, as I told the General Assembly, "to provide the means for a better and more useful life for every man, woman, and child in North Carolina."

I have asked myself many times just how realistic is this goal. I am convinced that it is possible, that we are moving closer to that goal every year. We are providing more and better job opportunities, but there are still some of our citizens in need. We are providing better educational opportunities, but all are not and cannot take advantage of them. We are providing the way to a better life, but some are hesitant or too handicapped to begin.

The opportunity of helping others help themselves has been with us for a long time. The Masons and the several religious denominations have been helpful through the years in providing assistance for the needy. They have done and are today doing an excellent job and are helping thousands of needy North Carolinians. The Oxford Orphanage, supported by the Masons, is an excellent example and is one in which the entire order can take pride.

At one time, the churches, organizations such as the Masons, and to some extent the counties were able to provide adequate care for the unfortunate. As the population grew and as times became more difficult, as during the depression, the needs of some groups of citizens were such that the state and the federal government had to assume some of the responsibility.

Providing necessary assistance today is a tremendous responsibility. In some ways it is growing in spite of our recent prosperity. The number of people over sixty-five is continually increasing, and some of our older citizens do not have the means to provide adequately for themselves. We still have sick who cannot work and who do not have families able to provide for their needs.

Helping others help themselves is as worthy a goal today as ever before. The churches, organizations such as the Masons, and individuals are doing an outstanding job. But the needs are so great and the demands are so numerous that the private segment of our society has to have assistance in providing necessary aid. Never, however, can we as individuals, or as private groups, become indifferent to the needs and suffering of others and place the entire burden upon the state.

The state of North Carolina is helping to provide the assistance through the North Carolina Department of Public Welfare. I say "helping" because that is actually what the state is doing. The needs for assistance are such that all levels of government are involved along with nongovernmental groups. Today public welfare in North Carolina is a three-way partnership between the state, the federal government, and the county.

Funds are administered through welfare departments in the 100 counties. Supervision is provided by the state. During the past fiscal year, this spending totaled $105 million. Of this, 71 percent came from the federal government; the state furnished roughly 13.5 percent; and the counties supplied 15.5 percent.

Today I would like to talk with you about the efforts under way to provide help for the needy. There are misconceptions about how and why welfare operates. I believe by talking a little about the supervision and the various programs these misconceptions can be cleared up, and hopefully, each of you will have a better idea about what the state is doing to help provide aid for needy citizens.

First, although welfare is a changing concept, the idea of helping others help themselves goes back to the beginning of our state. As I have noted, families, churches, and organizations early gave assistance to less fortunate people, and, of course, they still do. Counties also early helped with county homes for the elderly and assistance to the needy.

The North Carolina Constitution of 1868 voiced concern for the poor and unfortunate. At that time provision was made for a board to supervise charitable, penal, and correctional institutions and to look after the general welfare of "the poor, the unfortunate, and the orphan." This was the basis for a broad public welfare program which began in 1917 and continued until the depression of the 1930s.

In 1935 the federal Social Security Act was enacted. It made funds available to help pay for assistance to persons in need. By 1937 North Carolina was ready to utilize these funds. It was in that period that county welfare departments were established and the program began to develop. As time has brought change in the way of living in North Carolina, so too has it brought change in the assistance programs.

Today the welfare program at the state level is supervised by a State Board of Public Welfare. The board consists of seven capable and dedicated people. Its chairman is Robert C. Howison, Jr.,[154] of Raleigh. The board makes policy and sets the course of the state's participation in the program. This board has done an outstanding job, and I commend each member for his service to the people of North Carolina.

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[154] Robert C. Howison, Jr. (1915-), lawyer from Raleigh; A.B., LL.B., University of North Carolina, Chapel Hill; World War II veteran. *Alumni Directory, U.N.C.*, 433; news release of Governor Moore, September 26, 1965.

The board appoints a commissioner who serves as head of the state administrative staff. It recently selected Clifton Craig[155] as commissioner. He is making an excellent start and has initiated a number of innovations and programs which are adding to the efficiency of the department's service to the people. The state staff presently numbers about four hundred professional, clerical, and administrative personnel.

The eligibility of welfare recipients is the responsibility of the welfare departments in the 100 counties. The county staffs are hired by the county and are supervised by the county welfare boards. The local department places people on welfare, takes them off when circumstances allow, and determines the amount of aid they receive. The local officials, of course, are better able than anyone else to determine needs of the individual in their county.

The welfare programs help to provide individuals with security. It does this with financial assistance, medical payments, and social services. In the few minutes remaining, I should like to talk briefly about the programs in each of these categories.

In the area of financial assistance, there are three programs: old age assistance, aid for dependent children, and aid to the permanently and totally disabled. All are programs long supported by Masons.

To qualify for old age assistance, a person must be over sixty-five years of age and unable to meet his essential requirements for food, shelter, and clothing. There are today around 39,500 recipients of this assistance receiving an average monthly check of $59.79. The average recipient is a seventy-seven-year-old woman. In spite of a sizable increase in the number in this age group, there has been about a 20 percent drop in the number of recipients since 1960.

The welfare department assists our elderly people in other ways, too. Boarding homes for the aged are licensed by the state board and must meet acceptable standards of living. There are rehabilitative services offered to help older people retain or regain as much independence in living as possible. County departments work with other agencies in improving services to older citizens.

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[155] Clifton Morton Craig (1918-), Durham native; B.S., University of North Carolina; master's degree, George Washington; colonel, United States Marine Corps, 1940-1962; assistant commissioner, State Board of Public Welfare, February, 1965-1966, commissioner of public welfare since November, 1966. *North Carolina Manual, 1967*, 516-517; information from Colonel Craig's office, July 10, 1969.

Perhaps the assistance with the largest potential for future return is the aid for dependent children program. Because of death, disability, or desertion of parents, these children cannot adequately provide for themselves. They need financial assistance in order to grow into stable, well-adjusted citizens who can assume their own responsibilities. This program is indeed an investment in the future not only of the children, but also of the state.

There are now 108,145 dependent children and needy parents or caretakers receiving assistance under this program. The average monthly check is $24.25. The number of children participating in the program continues to increase at about the rate of growth in population. The population in this age group has increased from 1.7 million in 1960 to 1.9 million today.

Social services to these dependent children include counseling by skilled caseworkers. The largest type of family which receives aid to dependent children is that in which the father has deserted. Counseling sometimes can save the home.

Aid to the permanently and totally disabled—think about the meaning of these words—is presently assisting 22,700 needy men and women in North Carolina between the ages of eighteen and sixty-five. The average monthly payment in this category is $65.59 and the average recipient is fifty-five years old. The welfare case load is increasing at about the same rate as the population.

A decade ago, these people did the best they could or received assistance from the county. Today welfare does provide assistance for food, clothing, rent and utilities, and other basic necessities. Recently the State Board of Public Welfare recommended that the maximum for food and clothing be increased. The General Assembly will consider the board's recommendations along with its other supplemental appropriations requests.

Medical payments is another way in which the welfare department helps provide assistance for our needy citizens. All persons eligible for public assistance programs may also receive medical assistance. The medically indigent may also qualify. The program provides for unlimited hospitalization, prescription drugs, and dental service. Payments are made directly to the hospital, doctor, dentist, or pharmacist, and not to the recipient. Medical aid totaled $18 million during the 1965-1966 fiscal year.

I have mentioned some of the social services the department provides for the elderly and the dependent children. Other services include arrangements for adoptions, special care for children, work with juvenile delinquents, psychological services, homemaker services, jail inspection, licensing of fund solicitation, surplus commodities distribution and food stamps, and disability determination.

There are many citizens in North Carolina today who have peace of mind because of our welfare programs. Many individuals and families have been protected from social disaster and have been helped to regain economic and social self-sufficiency. Our state has long been considered one of the most progressive in the field of public welfare and has received national recognition for many of its programs.

Our state department and the county departments are doing an excellent job in providing aid for needy citizens. Their programs are designed to reduce and prevent dependency. They offer a means whereby citizens can help themselves or know that somebody cares enough to help them. Our welfare workers and the state and local boards are providing a great service for the people of North Carolina. I commend them for it.

In closing, however, I should emphasize that the welfare program does not claim to fulfill all of the needs of all of the people who need help. It does all that it can within prescribed limits. There is still a very big and very important role to be played in helping others by the Masons and other similar organizations. I know you are aware of your opportunities to help others help themselves, and I commend you for it.

The individual in need—whether old and alone, young and deserted, or sick and in pain—needs much more than a monthly check. He needs encouragement. He needs to know that others care about what happens to him, that others are praying in his behalf. The struggle to regain a rightful place in society is much easier when someone cares enough to help you along the way. This is where you can be of special assistance to someone in need.

Our welfare program is only helping to provide the means for a better and more useful life for needy men, women, and children in North Carolina. It needs your interest and your assistance in getting the job done. Your obligations today are no less than in days gone by. I urge you to become familiar with the program in your county. I believe you will be pleased with the efforts under way there to help the needy, and I am sure the people within the local department would appreciate your interest. But more important, you will be discharging a duty long imposed upon Masons—to help your fellow man who is in distress.

DEDICATION OF IBM RESEARCH TRIANGLE PARK FACILITY

RESEARCH TRIANGLE PARK

April 20, 1967

The Research Triangle was suggested as early as 1952. A research triangle committee was appointed by Governor Luther H. Hodges in 1955, and the development of the idea into reality is, in itself, a fascinating story.[156] With the coming of International Business Machines Corporation to the area, the Research Triangle took on new significance. Speaking at the dedication, Governor Moore remarked, "I have today seen the fruition of an idea and I have glimpsed the future." He praised Governor Hodges for his role in the development of the area and for his many contributions to the state in general and the Research Triangle in particular. Moore also thanked Thomas Watson,[157] representing International Business Machines, for selecting North Carolina as the site for the new facility. "North Carolina and IBM will make good partners for progress. . . . [They] will share a long, pleasant and mutually beneficial relationship." Thus did Governor Moore end his remarks of welcome to an outstanding company.

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[156] See Louis R. Wilson, *The Research Triangle of North Carolina: A Notable Achievement in University, Governmental, and Industrial Cooperative Development* (Chapel Hill: Colonial Press, 1967), and additional sources cited in the preface therein for detailed information on the Research Triangle Park.

[157] Thomas J. Watson (1914-), corporation executive from Connecticut; graduate, Brown University; World War II veteran; affiliated with International Business Machines, 1937-1940, 1946 to present, and president, 1952-1961, director and chairman, 1961 to present; president of National Council of Boy Scouts of America since 1964. *Who's Who in America*, Vol. 35, p. 2294.

DEDICATION OF THE STATE ADMINISTRATION BUILDING

RALEIGH

May 17, 1967

[The new State Administration Building was the first major state government office building to be constructed in downtown Raleigh since 1953. The marble exterior, combined with rows of windows straight across each of the five floors, presented a handsome picture. Its location, just west of the new Legislative Building, faced Jones Street; the building occupied the entire south side of the block between Salisbury and McDowell streets.]

I have participated in a lot of dedications since becoming governor. I have enjoyed every one, for all have represented a definite feeling of confidence in our state and our people by individuals and companies. This dedication of our new State Administration Building today is, in a way, a reciprocation of their confidence in the future by the state of North Carolina.

This building represents many things to North Carolinians. First, it stands as another lasting example to continuing good government—the habit in which we pride ourselves. It also represents our dedication in state government to efficiency and preparedness as well as to aesthetics. This structure exemplifies North Carolina's determination to continue and improve its total services to our more than five million citizens.

The state's need for such a facility was evident in 1963. Governor Terry Sanford requested funds for its construction in his budget to the 1963 General Assembly. The legislators, many of whom are now present, recognized the need and approved the necessary funds.

Actual construction was begun in 1965. Many state officials gave assistance. The Council of State helped to pick the type of stone to be used. Frank Turner,[158] state property officer, and members of his staff and other members of the Department of Administration worked closely with the architects and contractors. It was completed and ready for occupancy late last year.

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[158] Frank Brown Turner, native of Oxford; B.S., M.S., North Carolina State; consulting engineer; appointed state property officer, 1961. *North Carolina Manual, 1967*, 516; Mitchell, *Addresses of Sanford*, 652.

The total cost of this building was slightly more than $3.5 million. The state spent some $3.29 million. The federal government contributed about $260,000 toward the cost of the Emergency Operating Center in the basement of the building. There are nearly 200,000 square feet of space which cost less than twenty dollars per square foot. The money, obviously, was well spent.

The building was planned for an occupancy of about six hundred people. Today it houses offices of the secretary of state, the Department of the State Auditor, the Department of Conservation and Development, the State Retirement System, the State Civil Defense Agency, the Department of Administration, and an annex to the Governor's Office.

It is the second state building and the first state office building to be adequately heated and ventilated as a part of the construction contract. The interior is especially designed to allow the relocation of all partitions with a minimum of effort. It has a floating foundation which completely waterproofs the levels below the ground.

The subbasement is specifically designed as the Emergency Operating Center. Space is provided there for 350 specified people who could operate state government and the Department of Civil Defense in any emergency, including war.

This structure is the first step in the development of a complex of state government buildings as proposed by the Capital Planning Commission. This commission was established by the 1965 General Assembly to formulate a long-range capital improvements program for state government, among other things. A report of the commission has recently been submitted to the General Assembly.

I might add here that the Capital Planning Commission has recommended approval of a companion office building to be constructed on the square and facing Lane Street. Funds for it are included in the capital improvements budget now before the General Assembly. That building would help to alleviate crowded conditions in state government.

In accepting the keys to this Administration Building today, I pledge anew to the General Assembly and to the people of North Carolina a continuing effort on the part of this administration to insure sound, efficient government in this state. Our state employees are providing outstanding service and this facility, I believe, stands in evidence to our continuing dedication to making North Carolina a better place for all.

To commemorate this event, a time capsule will now be placed within the walls of this building.

GOVERNOR'S STUDY COMMISSION IN VOCATIONAL REHABILITATION

RALEIGH

May 18, 1967

Speaking at the first meeting of the Governor's Study Commission in Vocational Rehabilitation, Governor Moore praised the Vocational Rehabilitation Division of the Department of Public Instruction for helping many handicapped people live useful and productive lives. Referring to a congratulatory telegram from the United States commissioner of vocational rehabilitation, he noted the state's third rank, for the 1965-1966 fiscal year, in the number of disabled persons restored to productive lives—over nine thousand. The governor expressed concern because of the limited scope of the program, however, for many handicapped individuals had not been reached. Thanks to a congressional appropriation to states for use in developing comprehensive long-term plans of rehabilitation services, North Carolina would be able to evaluate and guide its program. The governor appointed the Governor's Study Committee in Vocational Rehabilitation for this purpose; he recognized the chairman and the planning director, called on the committee to look at the needs of the people for vocational rehabilitation services, and requested a report which would detail "the direction and the pace North Carolina should follow to provide for all its vocational rehabilitation needs by 1975." This plan would, hopefully, be ready for the 1969 General Assembly. Governor Moore expressed gratitude to those who had agreed to serve on the committee, commenting on their ability and their willingness to help people help themselves.

DEDICATION OF BURLINGTON INDUSTRIES RESEARCH CENTER

GREENSBORO

May 19, 1967

Dedication ceremonies were often on the governor's schedule, and he participated in many such events for a wide range of industrial plants, at ground-breaking ceremonies, at "get acquainted" luncheons, and at related activities of both new businesses and old industries which had expanded. All of these were significant, but it is, of course, impossible to include all speeches made at these meetings. One of particular interest, because the firm was home-based and had been operating in North Carolina for many years, was the dedication of Burlington Industries Research Center in Greensboro. During 1966 the company had built six of seven new manufacturing plants in North Carolina and had expanded and modernized most of its other facilities in forty-six Tar Heel communities. The sum of $3.5 million had been invested by Burlington Industries in the three buildings planned for research and development. Burlington Industries had had its beginning in North Carolina forty-three years earlier. Though expansion had resulted in plants in fifteen states and eight countries, more than half of the corporation's sixty-nine thousand people employed around the world were in North Carolina.

Governor Moore remarked on the parallels between the company and the state, each planning for a better future. In North Carolina, where textile facilities were operated in 81 of the 100 counties, there were 1,100 plants with a payroll of more than $1 billion annually. Textile and apparel industries continued to suffer from unfair foreign competition, and the governor outlined efforts he had made to try to get action in Washington. He expressed optimism that "corrective steps can and will be taken by the responsible federal agencies to relieve the burden of unfair foreign competition." Governor Moore thanked Burlington officials for their continuing confidence in North Carolina. The company had made possible the slogan, "If it's anything to do with fabric, we do it at Burlington, and we do more of it than anyone in the world." As Governor Moore closed, he expressed pleasure that Burlington did more with fabric in North Carolina than anywhere else and pledged anew continuing cooperation of the state, as he reminded his listeners that good government would continue to be a habit in the state.

THE NORTH CAROLINA SYMPHONY BALL

PINEHURST

May 20, 1967

[The North Carolina Symphony, founded in Chapel Hill, was the first state-supported symphony in the nation. The orchestra, and its Little Symphony, began giving concerts for both adults and children all over the state in the early 1940s. State appropriations, inadequate to meet all expenses, were supplemented by private donations and memberships in the Symphony Society. The Symphony Ball was one fund-raising device; at the 1967 ball held at the Country Club of North Carolina in Pinehurst, Governor Moore made a few apt remarks.]

Tonight we are enjoying a treat which has been shared by thousands of North Carolinians all across our great state. I am sure we will all remember this magnificent evening for years to come. Similar memories are treasured by the countless schoolchildren and adults who have listened to and watched the North Carolina Symphony perform during the last twenty-five years.

Throughout the world there are many places which boast a symphony. It sits and plays during its season. Here in North Carolina we are the only state to boast a state symphony. It does not just sit and play; it travels and plays, bringing enjoyment through good music to people all over North Carolina. Our state is a better place to live today because of our symphony.

The tremendous factor in the North Carolina Symphony is the people behind it. You know how it is to listen to the symphony play. All of those people on the flutes, the violins, the trumpets, and so forth blend together to make one beautiful sound. So, too, it is with the support of our symphony. Interest and support come from many areas, and they all blend together in complete harmony to produce something worthwhile and lasting.

I think first of the General Assembly—especially during this season of the biennium. The men and women who serve in that body as elected representatives and senators of our people have regularly appropriated funds for the symphony. This is unique in any country. It is especially noteworthy in light of the many needs of our state in this period.

I think, too, of North Carolinians, such as you here tonight, who have given of their time and their own money to maintain the symphony. I am always pleased and appreciative with the attendance at these annual balls. It demonstrates anew the support of the symphony and the determination of our people to carry it forward.

No performance of the symphony, and, indeed, the symphony itself, would be complete without its dedicated director, Dr. Benjamin Swalin.[159] He is in his own right an outstanding conductor. He is, in addition, a very astute businessman and, during this season of the biennium, a very effective politician. All North Carolinians owe him their appreciation.

For any group that stays on the road as much as the North Carolina Symphony, one of the most frequent questions asked is: "Where do we go from here?" Dr. Swalin always knows the answer. If you ask him tonight, he will tell you that with your continued support the symphony is going to more places and play more concerts for more North Carolinians than ever before.

The reason, of course, is that the symphony is going to have more money to do the job. The money, over and above its regular support, will come from the $1 million matching grant from the Ford Foundation. The foundation has recently recognized what we in North Carolina have known for a long time—that the North Carolina Symphony is one of the finest orchestras in the world, and it deserves all our support.

I know the job ahead for us in raising the necessary funds to match the generous Ford grant. I know, too, of the great opportunity which we have now to make our symphony even greater than it is and to enable it to carry its music to more and more North Carolinians. I will do all that I can to help in this project. Together we can succeed.

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[159] Benjamin Franklin Swalin (1901-   ), violinist and symphony orchestra conductor, originally from Minnesota; B.S., A.M., Columbia; Ph.D., University of Vienna, Austria; various diplomas in music; associate professor of music, University of North Carolina, Chapel Hill, 1935-1949; director of North Carolina Symphony since 1939. Powell, *North Carolina Lives*, 1195.

CONFERENCE ON "NEW DIRECTIONS IN PUBLIC HOUSING"

CHAPEL HILL

May 25, 1967

Mr. Charles Dunn read the remarks of Governor Moore at the conference on public housing held at the Institute of Government. Observing that there were still many who did not have the minimum comforts and conveniences in their homes, the governor commented on lack of adequate housing as a factor in making the outlook of any person bleak. Though many new homes and apartments were being constructed, there were still thousands without proper housing. Better job opportunities provided one answer, but some would never have those chances. The Low-Income Housing Committee, with the cooperation of the State Planning Task Force, had been working on the problem, and members of the committee had worked with local officials in seeking solutions; private enterprise had also been active in this field. The governor's remarks included reference to a demonstration house being built by the Brick and Tile Service of Greensboro and also to a plan of the North Carolina Concrete Masonry Association for low-cost housing. [On July 20 the governor spoke at the opening of the demonstration brick house, located near Durham.] Only 4 percent of North Carolina's low-income families used public housing, compared to a national average of 8 percent. While private enterprise could do much, the responsibility of local government was not lessened. Success, the governor felt, depended on "the concern, the initiative, and the accomplishments of local governmental and civic leaders." Housing was only one area in which there were abundant opportunities to improve the lot of many of the state's citizens.

RADIO TALK TO THE PEOPLE OF NORTH CAROLINA

STATEWIDE RADIO NETWORK

May 31, 1967

[The 1967 General Assembly was nearing the end of its session when the governor went to the people via radio to discuss his proposed tax cuts in particular and his budget proposals in general. He reminded North Carolinians of the rarity of expanding services and providing needed tax adjustments at the same time.]

The 1967 General Assembly is now in its final days of deliberations on the important programs which will direct the course of North Carolina government during the next two years. I believe that this is an excellent General Assembly and that it has done a great deal to continue the progress of state services in all areas. Its work will benefit every North Carolinian in a variety of ways.

The days ahead will see final decisions made by members of the General Assembly on the appropriation of funds for the various state services. The budget I proposed, including the recently revised estimates of available revenues, calls for expenditures of more than $2.7 billion. It is the largest budget in the history of our state and is nearly $450 million, or about 20 percent, greater than comparable expenditures for the current biennium. The General Assembly of 1965 adopted a splendid budget which has contributed to our remarkable progress during the last two years. It is amazing that in this brief period we can add an additional amount of $450 million.

These figures include the estimated $28.4 million increase in General Fund revenue which I was pleased to announce last week. This includes revenue over and above the original estimates expected for the current fiscal year and for the next two years as well as additional reversions. It is another evidence of the state's strong economy which is expected to expand in the months ahead in spite of a lag at the present time.

Education, of course, is the primary responsibility of state government, and the General Assembly is giving it considerable attention. My recommendations are designed to continue improvements in the entire school system. They would allocate almost 74 percent of our total General Fund income to education. We must do all we can, without impairing state services in other areas, to provide the best possible education for the children of North Carolina. My proposals to the General Assembly were made with that goal in mind.

I had originally requested a salary increase of 17.58 percent for our public school teachers over the next two years. This would cost an additional $63.75 million not including matching contributions from retirement and Social Security. In light of the additional revenue expected to be available, I have recommended that the General Assembly provide our public school teachers with a 10 percent increase for each of the next two years, or a total of 20 percent. This would cost an additional $9.6 million for the biennium. The total for teacher salary increases would be $73.35 million.

I strongly believe this 20 percent increase in teachers' salaries is both sufficient and all that can be expected from state funds at the present time. Local supplements can and should be added. If this proposed 20 percent salary increase is added to the 10 percent raise given teachers during the present biennium, it will mean a 30 percent salary increase in four years. By any standard this is a reasonable and sufficient increase and would be the largest given during any administration in the last twenty years.

You, the people of North Carolina, are responsible for our economic growth and for the record amounts of revenue expected to be available in the coming biennium. For this reason, I have recommended to the General Assembly four tax adjustments or reforms which would benefit you, the taxpayer.

I first asked the General Assembly to raise the dependency exemption for North Carolina taxpayers from $300 to $600 a year. The $300 exemption adopted many years ago is entirely unrealistic in view of the cost of living today, and this increase would put our state policy in line with the federal policy. It would provide larger exemptions for those who need it most—the young families with children in school, many of whom are trying to buy a home or furniture as well as educate their children. I do not believe that anyone who thinks about the benefit this recommendation would have for so many of our families will be opposed to it.

My second tax adjustment recommendation was to allow an additional exemption for each dependent enrolled for full-time study in any institution of higher education. This would include business colleges, barber and beauty schools, nursing schools, colleges and universities in North Carolina as well as North Carolina residents in such institutions out of state. This recommendation would aid many families trying to give their children the best education possible.

My third tax adjustment recommendation would ease the tax burden on another group of our citizens. I am speaking of the retired people in North Carolina, and there are thousands of them. At times, some of this group are hard pressed to make ends meet. My recommendation would allow an additional exemption of $1,000 for any North Carolinian sixty-five years of age or older. It would help provide additional security to this group.

My fourth tax adjustment proposal was based on simple justice. I proposed that all service pay of enlisted men and $500 per month service pay of commissioned officers be exempted from state income tax while they are serving in a combat zone. This is the same exemption allowed by the federal government. It is the least we can do to show our appreciation to the North Carolinians who are fighting and dying for us in Vietnam.

These four tax adjustment measures would benefit many North Carolinians. They would reduce available revenue by only about $23.3 million during the coming biennium. We can afford the revenue loss. We can make these tax adjustments without reducing any state services. In fact, we can have these tax adjustments while appropriating major increases for public schools, community colleges, higher education, health and welfare, and other state services.

Ladies and gentlemen, let us remember that it is you, the taxpayer, who pay all the bills for services in state, local, and federal governments. It has been your hard work, your productivity and sacrifice that have made it possible for us to propose a record biennial budget to the General Assembly. I feel you, the taxpayers, deserve some consideration. North Carolina can and should provide the tax adjustments which would benefit parents of schoolchildren, the parents of children in post-high school education, our young men and women defending our freedom in Vietnam, and our older citizens facing retirement.

I am sure that these recommended tax adjustments will be given very careful consideration by the members of the General Assembly in the coming weeks. It is rare in this day and age when a state can expand its services to the people and, at the same time, provide needed adjustments in its tax structure. North Carolina has that opportunity now.

COMMENCEMENT EXERCISES OF THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

CHAPEL HILL

June 5, 1967

During his administration, Governor Moore participated in many college and university commencement programs, special convocation services, inaugural programs for new college presidents, and similar significant and special events. This address in Chapel Hill was a bit unusual, however, in that it was the year in which the governor's class of 1927 celebrated its fortieth anniversary. He spoke of increased love for the university, of ideas and curiosity instilled into those who had been privileged to attend school there, of the greatness of the institution, and of the contributions made by the graduates. Moore reminded the 1967 graduates of their heavy responsibilities; he urged them to remain in North Carolina or, if they had to leave, later to return to the state. Though changes would occur through the years, the graduates should often think of Chapel Hill; "one thing about Carolina that will never change is the spark it kindles in individuals to accomplish good and sometimes great deeds. . . ."

THE GOVERNOR'S COUNCIL FOR ECONOMIC DEVELOPMENT

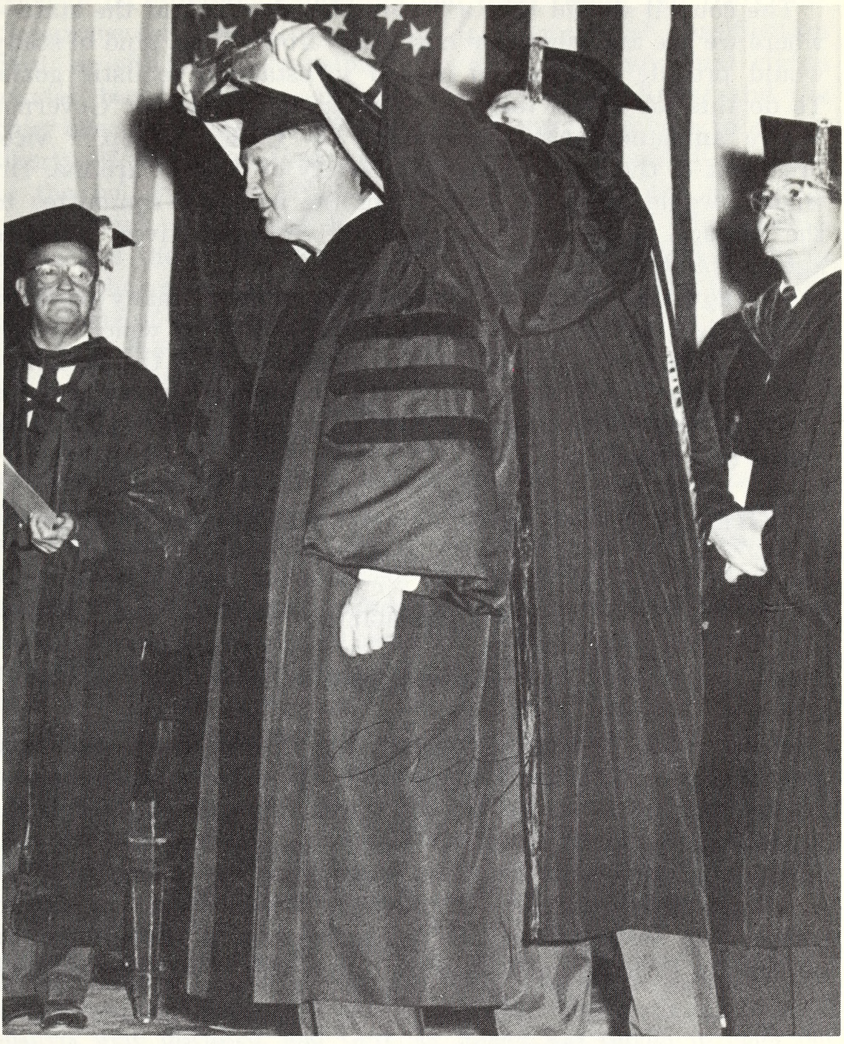
RALEIGH

June 16, 1967

The first meeting of the Governor's Council for Economic Development was held in the State Administration Building in Raleigh. The council was formed to establish a sound economic development policy for the state and to assure success of future economic growth and development through such a policy. Governor Moore, when he announced formation of the council, had asked that it direct its attention to the problems of manpower development. At this first meeting he noted the lack of a comprehensive manpower policy and told the council it would hear later in the day a presentation by representatives of the

North Carolina Fund on a proposed program regarding a manpower development corporation.

Another issue was that of industrial development. What kind of industries did North Carolina want to attract? The answer



An honorary degree was bestowed on Governor Moore while he was in office. The degree, from the University of North Carolina at Chapel Hill, was awarded during ceremonies held June 6, 1966. President William C. Friday is to the right. (Photograph from Dan K. Moore Photograph Album, courtesy of Governor Moore.)

was dependent on whether the state wanted an "industry mix" that would employ all the labor force or industry which would lead to a greater rate of out-migration. Even though out-migration had decreased in the 1960s, more than ninety thousand people left the state to find jobs elsewhere between 1960 and 1965.

The council should take a "comprehensive look at the state—where we are and where we have come from." This kind of study would provide information needed to establish realistic goals. To do this job would take an outstanding individual; Governor Moore announced the selection of Dr. C. E. Bishop,[160] vice-president of the Consolidated University of North Carolina. Dr. Bishop would have full support of the advisory committee to the council, a group comprised of representatives of state agencies and institutions.

The governor suggested that industry hire as many students as possible during the summer months, a step which would enable these young people to contribute toward the economic development of North Carolina. His pledge of support and his desire to work with the council members were made clear as he closed his remarks.

THE AMERICAN LEGION AND AMERICAN LEGION AUXILIARY

RALEIGH

June 30, 1967

Nearly forty thousand legionnaires and over ten thousand members of the auxiliary attended their forty-ninth annual convention. Governor Moore, after welcoming them, told of his association with the American Legion as a member of the post in Canton. Efforts of the group symbolized the strengths which would bring growth and development in all areas; particular praise was bestowed on the Legion because of its interest in education. Projects such as Boys' State and Girls' State, which taught the fundamentals of good government, made a real contribution to North Carolina. Moore also commended the efforts of Legion members in their concern for disabled veterans.

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[160] Charles Edwin Bishop (1921-), educator and economist from Raleigh; B.S., Berea College; M.S., University of Kentucky; Ph.D., University of Chicago; various research positions; faculty, North Carolina State, 1950-1967, head of Department of Agricultural Economics, 1957-1965, and head, Department of Economics, 1965-1967; vice-president, University of North Carolina, since 1967. *Who's Who in America*, Vol. 35, pp. 216-217.

Governor Moore expressed the opinion that there was as much patriotism as ever, but he felt attention was focused on those who tried to be different. Protestors had their rights, but there was "no excuse for desecrating our flag, burning a draft classification card, or shirking responsibility to country." Individual rights existed because men recognized their responsibilities; and the chief executive recalled efforts of the founding fathers to secure liberty. Referring to tyranny of the present, he called attention to the policy of the United States in opposing the spread of communism; Americans loved peace but detested enslavement more, and the governor was confident of continuing support to those fighting in South Vietnam. He expressed appreciation for the efforts of the national commander of the American Legion to "rekindle the flame of responsible citizenship throughout America." Work on behalf of law and order was also commended, the governor emphasizing the firm stand of his administration on this same point. After briefly reviewing statutory provisions strengthening enforcement of law and order, enacted in 1967, Governor Moore promised to use all means at his disposal to see that such laws were carried out as a means of preventing violence. Grievances, he added, should be settled through the courts. The address was finished with references to the preambles to the Declaration of Independence and the American Legion constitution and to the principles which they proclaimed.

ANNUAL CONVENTION OF THE NORTH CAROLINA SAVINGS AND LOAN LEAGUE

ASHEVILLE

July 18, 1967

[The governor took the occasion of his address at the annual convention of the North Carolina Savings and Loan League to summarize the accomplishments of the 1967 General Assembly. Both fiscal and nonfiscal matters were discussed, and Governor Moore was careful to point out steps taken by the legislature to assure success of his program of total development. He urged all North Carolinians to work with him in "building a better state with greater opportunity for every individual."]

The 1967 General Assembly is now history. Its accomplishments will benefit the people of North Carolina in many ways during the coming months and years. Its members have our thanks and our appreciation. They are dedicated men and and women. They worked long and hard to find solutions to the wide variety of problems confronting a growing and progressive state.

On three occasions I went before the General Assembly and recommended an ambitious and far-reaching program. It touched upon every aspect of state service to the people, with greatest emphasis on the areas of greatest need. It recognized that now is the time to move North Carolina forward. As I told the legislators, my recommendations were based on thoughtful programs, all designed with this single purpose in mind: "To provide the means for a better and more useful life for every man, woman, and child in North Carolina. This is the goal of total development."

The weeks and months which followed produced plenty of debate. You remember reading and hearing about "brown bagging" and teachers' salaries, redistricting and regional universities, tax adjustments and revenue bonds. All totaled, this session acted upon 2,184 bills, more than any General Assembly since 1933. And, I might add, it took longer: 149 days, or 7 days more than any of its predecessors.

I am pleased with the acceptance given my program by the legislators. The great majority of my recommendations were enacted into law, generally without modification. At the same time, attempts to weaken existing programs—such as vehicle inspection—were defeated. Today I would like to sum up the work of the 1967 General Assembly in terms of what it will mean to the people of North Carolina in the years ahead.

First priority was given education. The members of the General Assembly supported completely this administration's full commitment to provide every North Carolinian the opportunity to acquire a sound and useful education. About 73 percent of every General Fund tax dollar was appropriated to support and strengthen educational programs in the public schools, the system of community colleges, and the state-supported institutions of higher education.

THE PUBLIC SCHOOLS

I am especially proud of the dedication of this legislature to improving our public schools. Money alone does not tell the story, of course. But, in view of the variety of essential services provided our people by state government, it is impressive that almost 60 percent of the General Fund was appropriated for the schools. This amounted to over $800 million in state funds. It is an increase of $134 million or 21 percent above the record appropriations for the last biennium.

This assembly was cognizant of the importance of our teachers. It provided for a 20 percent salary increase during a two-year period. This allows North Carolina not only to reach, but to exceed the long-sought goal of a $5,000 minimum teachers' salary for the nine months school term. A beginning teacher in our schools in the fall of 1968 will receive $5,069. This figure does not include local supplements which are provided in some school units and which should be provided in all.

The continuing contract for teachers was restored. The Teachers' and State Employees' Retirement System was broadened to reward service and to make state employment more attractive as a career. A death benefit equal to one year's salary, not to exceed $15,000, is provided for members of the retirement system. Increases for persons already retired were provided.

Other school personnel—superintendents, principals, clerical assistants, mechanics, janitors, and maids—also received pay increases.

Funds were provided for more special education teachers, additional teacher scholarship loans, vocational rehabilitation services, and more administrative assistance. Continuation was assured for experimental, enrichment, and cultural programs such as the Shakespeare Project, the Sandburg Project, the Comprehensive School Improvement Project, the Advancement School, and the Governor's School.

A major accomplishment of the 1967 assembly was the elimination of the present five-dollar textbook fee paid by high school students. The previous legislature eliminated fees for elementary school books, also at my request. The action this year allows North Carolina to fulfill its long-sought dream of providing free textbooks throughout the public school system. North Carolina is among the first states, if not the first, to provide free textbooks.

Local governments were given the opportunity to become more active in the support of schools. County commissioners are now authorized to appropriate funds for more teachers and for higher salaries. Legislation was enacted to facilitate the merger of county and city school administrative units. And, effective July 1, 1969, county boards of education will be elected directly by the people.

The assembly did not see fit, however, to appropriate funds for a feasibility study of public kindergartens. I regret this. North Carolina will move toward public kindergartens in the years ahead. The proposed study would have helped to provide a sound foundation for the state's future efforts.

One of the most important and far-reaching actions relating to education taken by this assembly was the authorization of a blue-ribbon commission to study all aspects of the public school system. I intend to appoint some of our most outstanding citizens to this commission. They will have the responsibility of appraising our present system and suggesting to the next governor and assembly the appropriate direction public school education should take in the years ahead.

COMMUNITY COLLEGES

The state's community college program will be greatly expanded. Appropriations totaled over $47 million, a 63 percent increase. Six new extension units will be opened; Wayne Technical Institute will become a community college; and extension units in Craven and Beaufort counties will become technical institutes. As a result of action by this General Assembly, 85 percent of our high school graduates will be within commuting distance of one of the system's forty-nine centers.

The expected increases in the number of North Carolinians taking advantage of the variety of programs offered by the community college system are even more impressive. In the last quarter, about 80,000 students were enrolled. The average quarter enrollment is expected to jump to over 112,000 students this year and to nearly 145,000 next year. These students of all ages will be learning everything from reading and writing to highly technical skills.

HIGHER EDUCATION

This was a crucial session for state-supported higher education. My position was sound and simple. I asked the legislature to do all possible to strengthen existing programs and to provide for sound development at all state-supported institutions. I repeatedly urged, however, that no structural change be made in the system during this session. I asked that political expediency not be substituted for proper planning on such a fundamental issue.

My reason for this position was this: demands in the field of higher education are increasing rapidly. This state's resources will be taxed in the years ahead to provide excellent opportunity for all our young people who want college educations. Comprehensive preparation is well under way on a long-range plan for higher education. This study will be completed next year and will provide the legislature with a sound basis for future higher education decisions.

Because of this, I opposed legislation to create an independent university. I am pleased that the assembly supported this position. I regret that the system of regional universities was created at this time for this does constitute a structural change. I am pleased, however, that all eligible colleges which sought regional university status were granted it. The effect of this change in our system is impossible to assess at this time. It does, however, make the long-range study more imperative.

The legislature supported my recommendations for sizable increases for all state-supported institutions of higher education. It appropriated a record $151 million for the operation of our sixteen institutions and related services. This included substantial pay increases for teaching, research, and extension personnel. In addition, nearly $136 million was provided for construction of facilities on the various campuses. This is the most extensive higher education program in history, and the General Assembly can certainly be commended for it.

The assembly also was concerned over the rising costs of higher education to students. Legislation to help ease this burden included the increased tax exemption for students in college. The State Education Assistance Authority was given authority to issue tax-exempt revenue bonds to provide funds for low-interest loans to college or vocational school students. Scholarship benefits were increased for children of deceased or disabled war veterans and for students studying to teach the mentally retarded.

The role of the State Board of Higher Education also was broadened. The legislature appropriated funds to the board for strengthening faculties and academic programs at traditionally Negro colleges and for offices of institutional research for long-range plans. These items relate to the board's long-range plan for higher education in North Carolina.

CULTURE

The state's noteworthy interest in providing cultural opportunities for its citizens was maintained and expanded by this assembly. The North Carolina Arts Council became a statutory body and will continue to serve as a clearing house of information and service for all the arts. A permanent Executive Mansion Fine Arts Committee was created to carry forward the informal organization's outstanding effort to enrich the mansion on Blount Street.

Of great significance is an act passed by the General Assembly establishing a commission with authority to receive funds from both public and private sources for the building of a state art museum. This building, itself, must be a work of art and yet functionally modern in every respect. It must be large enough to house the state's growing art collection.

The excellent work of the North Carolina Symphony in providing great music to our citizens will continue. Increased appropriations for the North Carolina Museum of Art will enable it to strengthen its educational programs, as well as to add to its permanent art collection. Funds also will provide for a catalog of the museum's permanent collection and for a special twentieth-anniversary exhibit.

Generous appropriations make possible the continuation of the Department of Archives and History's records, publications, museums, and historic sites programs. A North Carolina American Revolution Bicentennial Commission was authorized and will soon be named. Funds were provided to complete the new Archives and History-State Library Building which is presently under construction. It is to be finished next year.

In the area of library development, legislation was enacted to strengthen the State Library and local libraries and to permit North Carolina to enter into the Interstate Library Compact. The compact will allow utilization of greater library resources and services by Tar Heels. The limitations on local library, as well as recreation, taxes were removed, providing local governments with a means of improving their libraries. A legislative commission to study library support was authorized. It will make recommendations to the next legislature.

HEALTH SERVICES

Continuing concern for the well-being of our citizens was evidenced by the activities of the assembly in the area of health service and care of the handicapped. I thank the legislators for strengthening the state's many worthwhile programs in this broad area. I commend them for their awareness of special health problems and for the efforts to find proper solutions.

The worthy activities of the State Board of Health will continue. Additional appropriations provide $800,000 in health aid to counties. This is the first major appropriation for this purpose since 1949. Other special programs include salt marsh mosquito control, genetics counseling, and scallop inspection. A statewide medical examiner system will provide uniform standards and procedures concerning investigation of undetermined causes of death.

The health department now is authorized to search premises where health menaces or violations are suspected. Counties, under a new law, can establish ambulance services if private enterprise does not. An enlightened view was taken by this assembly of the delicate problem of legal abortion. The law enacted is one of the soundest and most realistic in the country. Another advance was the removal of some legal limitations on epileptics.

There were substantial increases in budgetary support for Department of Mental Health programs for the mentally ill and retarded. This was indicative of a growing sensitivity and responsiveness to the needs of afflicted citizens. Services to the mentally ill and retarded will be improved and broadened.

Additional personnel will be hired at the various institutions, particularly the two in Goldsboro. Adequate funds are available for community mental health program development.

Support was restored for the Wright School for emotionally disturbed children. Two new pilot community complexes for the retarded will be established and will allow an evaluation of this approach to community care. The Department of Mental Health will expand treatment and rehabilitation programs for alcoholics. Funds for the Council on Mental Retardation were increased for greater service to community councils.

State assistance for blind citizens was increased. Adequate funds are available to continue money payments to needy blind at their present level. More blind and visually handicapped will receive training and employment because of renovation and expansion of workshops. In addition, funds will provide for medical consultation services for blind rehabilitation cases and for extended diagnostic evaluation services.

PUBLIC WELFARE

An increase was made in the appropriations for the Department of Public Welfare. It will provide for adjustments in assistance checks and for additional participants in the various programs. It will allow higher rates for the care of welfare recipients in nursing homes and homes for the aged. I regret that the assembly did not approve the department's supplemental requests for increases in the basic allowances for food and clothing granted to welfare recipients.

Counties were given the authority to transfer unexpended welfare funds from one public assistance category to another. The law was amended to reduce the residence requirement for petitioning for adoption from one year to six months.

The revision of the laws governing local jails was most significant. It gave the State Board of Public Welfare the responsibility for providing and coordinating state services to local governments with respect to jails. The board has the authority to inspect local confinement facilities, review and approve construction plans, and develop and enforce minimum standards for construction and operation of such facilities. In addition, a commission was authorized to study jail conditions and related problems and to report to the next assembly.

The General Assembly declined to approve a bill providing for mandatory licensing of child day care facilities. The State Department of Public Welfare has been performing this service on a voluntary basis for forty-one years and supported legislation requiring such licensing. The assembly, however, did ask the Legislative Research Commission to make a study of a statewide inspection and licensing program for such facilities. It will report its findings and recommendations to the next assembly.

STATE EMPLOYEES

The legislature recognized the fine work and dedication of state employees. It provided for a 6 percent salary increase for the more than thirty-six thousand employees covered by the State Personnel Act. In addition, as I have previously noted, the state retirement system was strengthened, and a fund of nearly $2.8 million was made available to help the state maintain top-flight people by providing salaries competitive with those of business and industry.

Another $50,000 was earmarked for a new manpower development program. This is necessary to attract outstanding people into state government. The fund will be used by the State Personnel Board to compete more effectively for better college graduates with leadership ability and an interest in public administration.

The political rights of a state employee are now defined by law. No employee can engage in political activities while he is performing state services. State funds, supplies, or vehicles cannot be used for political purposes. And no official can use promises of reward or threaten an employee in a political matter. Violations can lead to dismissal or removal from office.

ELECTION LAWS

I am especially pleased with the assembly's improvements in election laws. It provided more effective and meaningful reforms in this area than any other legislature in the last thirty years. The adoption of a loose-leaf registration system brings into being for the first time uniform registration in all 100 counties. The assembly also provided for absentee ballot certification and a recodification of the election laws.

There was considerable discussion over the issue that eighteen-year-old citizens be allowed to vote. I regret that favorable action was not given my recommendation for a constitutional amendment to permit the General Assembly to fix voting age requirements.

REDISTRICTING

The members of the legislature are to be commended for their work in seeking and finding a suitable plan for congressional redistricting. Their efforts have produced a plan that shows consideration for communities of interest as well as the compactness of districts. I am confident that this plan will serve the state well and that it will meet the requirements of the United States District Court.

PUBLIC REGULATORY AGENCIES

The fine work of the various public regulatory agencies will be continued and strengthened. Of considerable interest was the resolving of the controversial "brown bagging" question. The General Assembly retained the principle of control so essential to our ABC system while legalizing the "brown bagging" custom. Additional ABC personnel were authorized to supervise this new area of the control program.

FINANCIAL IMPROVEMENTS

Upon my recommendation a study was made of the banking laws of North Carolina. The General Assembly utilized the results of this study to bring the laws governing the operation of state banks in line with requirements governing national banks. This was the first updating of North Carolina's banking laws in thirty years.

A Savings and Loan Advisory Board was authorized by the assembly to operate within the Department of Insurance. It has the responsibility of reviewing the rules and regulations for savings and loan associations and making appropriate recommendations to the commissioner of insurance. I believe this new board will benefit the savings and loan associations and aid the insurance commissioner in his work in this area.

The law relating to the interest rate which may be charged on residential loans was amended by the legislature. It now permits the loan of money not in excess of 7 percent per year, simple interest, on the unpaid balance. This will help ease the tight money situation and will tend to make additional funds available to our citizens for home construction.

HIGHWAYS

Nearly $579 million was provided by this assembly to continue the largest road-building program in the state's history. This will provide for additional construction as well as maintenance of North Carolina's systems of secondary, primary, and urban roads. Additional "Powell Bill" funds were estimated for use by cities and towns.

The legislature enacted legislation to provide for state participation in federal programs for scenic enhancement, junkyard control, and the control of outdoor advertising.

HIGHWAY SAFETY

The 1967 assembly, while not showing the same concern for highway safety as its predecessor, did provide new aids in our battle to reduce death and destruction on the highways. An additional 125 patrolmen were authorized, the patrol was granted the use of aircraft again, and provision was made for administrative changes in the organization.

Efforts to weaken the inspection program were blocked. Provision was made to continue the use of reflectorized license tags, and for North Carolina's participation with the federal government in the development of highway safety programs. Driver-licensing procedures have been streamlined and motorcyclists are now required to wear helmets.

The work of the 1967 session, when combined with that of the 1965 General Assembly, gives North Carolina one of the strongest highway safety programs in the country. In the months ahead, I intend to utilize enforcement, education, and engineering to the fullest extent in reducing accidents on our roads and highways.

LAW AND ORDER

Recent events in Anson County brought about the initial utilization of several pieces of legislation enacted this year. The first functions of the Good Neighbor Council and the Governor's Law and Order Committee as statutory bodies dealt with events there. The council sought appropriate solutions to problems arising from school integration plans. The Law and Order Committee's first order of business related to the investigation of the recent bombing of homes in Anson.

The bombings in the Wadesboro area also brought about the first use of the new reward statute enacted by the assembly. The law authorizes a reward of up to $10,000 for information leading to the arrest and conviction of individuals responsible for a felony. I offered $5,000 for information leading to the arrest and conviction of those responsible for the bombings in Anson County.

I am hopeful that another new law will be used in this case. The legislature also made the act of bombing occupied property a felony punishable by up to life and by not less than ten years in prison. The penalty is warranted by the despicable and cruel acts of bombing occupied property in Anson. In addition, the act of burning a cross or other symbol without the permission of the owner was made a felony by this assembly.

Funds were provided to strengthen the State Bureau of Investigation. Five new agents will be employed and special scientific equipment will be purchased. The SBI, the State Highway Patrol, and other state agencies stand ready to be of every assistance possible to local law enforcement agencies in the maintaining of law and order. This is essential to the progress of our state and to the peace of mind of our citizens.

THE ADMINISTRATION OF JUSTICE

The creation of the court of appeals by this assembly is a landmark in the administration of justice in North Carolina. This court, recommended initially by the Courts Commission, is a great step forward. It will relieve the heavy burden now borne by the state supreme court. I was pleased, shortly after the adjournment of the legislature, to name six outstanding citizens to be the first judges of the court of appeals.

Continuing progress in the administration of justice was insured by the creation of five additional superior court judgeships. The machinery was set up to establish the district court in another sixty-one counties in December of 1968. Solicitorial districts will become identical to superior court judicial districts on January 1, 1971.

This assembly also rewrote the law with respect to jury service. The machinery prescribed for the preparation of jury lists and the public drawing of jurors will doubly insure that defendants will be tried before an impartial jury, impartially selected. One of the changes in the law eliminated all exemptions from jury service. Now the governor and even the chief justice of the supreme court are subject to jury duty unless excused by the presiding judge.

CORRECTIONS

The state's effort in the field of corrections was greatly improved by the 1967 General Assembly. The legislators emphasized their commitment to the punishment and correction of court-identified offenders and to their successful rehabilitation as law-abiding members of free society. They strengthened the Board of Paroles, the Probation Commission, the Board of Juvenile Correction, and the Department of Correction, which replaced the State Prison Department.

The new Department of Correction is authorized to join with those other agencies in effecting the rehabilitation of convicted offenders. It will establish diagnostic centers which the courts may use to help in the determination of sentences. Prisoners serving indeterminate sentences can be conditionally released after their minimum term so as to permit a gradual return to the privileges of freedom. The new department was given the largest appropriation ever made for prison operations and capital improvements.

A significant section of this legislation provides for the release of youthful offenders by the Board of Paroles when it feels such action to be proper. This section applies to inmates under the age of twenty-one years at the time of conviction. It also permits the Board of Paroles to restore the citizenship of such inmates.

Substantial support was provided for the Board of Juvenile Correction. This will allow the construction of additional dormitory and classroom space for students, eliminating the overcrowding experienced in recent years.

Additional court protection was provided for children charged with delinquency and subject to detention. Counsel may be appointed to represent these children if their parents are indigent and unable to provide such legal counsel.

AGRICULTURE

This assembly continued to recognize the importance of agriculture to North Carolina's present and future economic stability. It provided increased appropriations for the activities of the State Department of Agriculture and the agriculture research programs at North Carolina State University. These funds benefit not only the farmer but also the consumer.

Provision was made for work directed toward improving the marketability of North Carolina cotton and for the enforcement of a law regulating the labeling of Tar Heel produced apples and peaches. Funds are available for additional plant pest inspections, control or eradication of peanut stunt virus, additional personnel at some of the research stations, and for operation of the new Western Agricultural Center in Asheville.

Capital improvements will be made at some of the research station facilities and at the State Fairgrounds. A youth center will be constructed at the Western Agricultural Center. Consideration was given research needs. Intensified research will be conducted on fruit and vegetable production. A special appropriation was made for expanded research on cucumbers, sweet potatoes, Irish potatoes, blueberries, and the processing of fruit and vegetable products.

DEVELOPMENT

The continued sound and rapid development of the state's tremendous industrial potential was insured by the assembly. It passed the North Carolina Industrial Development Financing Act which creates a state authority for the issuance of tax exempt industrial aid bonds. This was a purely defensive measure and gives us an equal advantage with most other states already utilizing such tax-exempt bonds. Several sizable industries will come to North Carolina this year because of the availability of these bonds.

An appropriation of $250,000 was made to the Department of Conservation and Development to assist in the construction of local airports. The state, under the law, can participate up to 25 percent in local noncarrier airport building costs. Airports built under this program will be a major asset in attracting good industry to an area.

The tourist industry will benefit from the welcome centers authorized by this legislature. Seven were requested by the Department of Conservation and Development. While only two were approved, I feel their success will bring about the authorization of additional welcome centers by future general assemblies.

Our commitment to world trade was increased in this session. Almost $4.5 million was appropriated for capital improvements at the state ports facilities. This will allow the completion of the dock extension at Wilmington and the addition of a gantry crane. It will also permit the completion of the westward dock extension at Morehead City and will provide for the installation of gantries to handle heavy lifts for containers.

NATURAL RESOURCES

Considerable legislation was enacted to provide for the protection and wise utilization of our abundant natural resources. Of primary significance was the creation of the new Department of Water and Air Resources. This department and its governing board will continue the fine work of the Department of Water Resources and the State Stream Sanitation Committee. In addition, it will establish and administer an effective program of air pollution control.

The new board was also given limited authority to regulate the use of water in areas where water shortages or conflicts exist or where they are impending. These two laws give North Carolina a unified program of water quality and quantity control unequaled in the eastern states. This is one of the major achievements of the 1967 General Assembly.

The legislature also authorized the new department to establish well construction standards for the protection of both property owners and the ground water resources of the state. The department can now provide assurances of state support for municipal and industrial water supply storage in federal reservoir projects and it can cooperate on a broader scale with other agencies on floodplain management.

The state was authorized to join the Interstate Mining Compact. This will enable the Department of Conservation and Development better to study our needs and to recommend necessary laws for controlling and protecting our resources in conjunction with mining. Better to serve the needs of reforestation, the Division of Forestry of the Department of Conservation and Development was authorized to buy a new hardwood and Fraser fir nursery in Avery County. A study of our long-range state park needs was also approved.

In recreation, the assembly provided for the continued planning, development, and operation of suitable areas. Now any local governmental unit can levy a recreation tax without minimum or maximum restrictions. Two or more governmental units can join together to establish and operate recreation areas. This will be most beneficial in developing recreation programs at the grass-roots level during the next several years.

A Zoological Garden Study Commission was authorized by the assembly, and it has already begun its work. This commission is exploring the feasibility of establishing a major zoological garden in North Carolina. Such a development would add greatly to the recreation and park resources of this state.

The continuation of our effective program of wildlife resources conservation was assured by the legislators' interest in the work of the Wildlife Resources Commission. Several laws were enacted to expedite further the protection and propagation of wildlife species. Some funds were also provided to expand the commission's program of providing boating facilities, enforcing boating safety laws and regulations, and promoting boating safety education.

TAX ADJUSTMENTS

A major accomplishment of the General Assembly was the approval of four tax adjustment measures. I recommended these adjustments in view of the bright revenue outlook. The taxpayer is the one who pays the bill—not only for the state, but for federal and local governments also—and it was only fair that he share directly in North Carolina's increasing economic growth.

The dependency exemption is increased from $300 to $600, which is the same allowed by the federal government. An additional $600 exemption is allowed for each dependent enrolled for full-time study in any educational institution beyond the high school. A resident sixty-five years of age or older is allowed an additional $1,000 exemption. Service pay of enlisted men, and $500 per month for officers, is exempted for service personnel in combat zones.

These adjustments will be of benefit to families who are trying to educate their children, to older citizens living on fixed incomes, and to our sons and daughters defending the right of men to be free. The four measures will directly benefit more than half of the 1.8 million Tar Heel taxpayers. Because of our economic situation, these adjustments do not impair sound progress in any area of state service to our people.

CONCLUSION

The continuation and expansion of the state's efforts in the areas I have discussed and in other areas too numerous for elaboration will cost $2.7 billion during this biennium. It is a lot of money, more than ever appropriated before in North Carolina. But when consideration is given the progress and the assistance which these funds will provide our people, it is an exceptionally good and wise investment of the public monies.

The fact that North Carolina is able to afford and provide such a comprehensive program is a credit to the General Assembly and to all who work in state government. This is especially evident in light of the fact that many other states increased taxes to provide programs of far less magnitude than ours. It is indicative of the success of our total development efforts and general public support, as well as of sound management in government.

In the months ahead I, and all associated with my administration, will be extremely busy. The adjournment of this General Assembly and its overwhelming support of my program did not end our responsibility or our ambition. We will utilize to the fullest the resources provided by the legislature. We will continue to seek a better understanding of our potential and problems. We will keep working toward the proper solutions for the problems and the sound fulfillment of the potential.

Education remains my primary concern. I expect the higher education study, now well under way, and the public school study, soon to be initiated, to guide state educational efforts for the remainder of this century. I intend to give even more emphasis to law and order and to highway safety. I want to explore and seek answers to growing areas of public concern such as urbanization. And I intend to give even more attention to finding better jobs for our people through sound industrialization.

Even as I asked the General Assembly earlier this year for assistance, I today ask again for the help and the support of the people of North Carolina. The 1967 legislature did provide necessary tools to continue the forward movement of this state. To the complete utilization of every means provided, I rededicate myself and my administration. I ask you and all North Carolinians to join with us in building a better state with greater opportunity for every individual.

GOVERNOR'S CONFERENCE ON PUBLIC SCHOOL EDUCATION

RALEIGH

August 25, 1967

[Speaking at Raleigh's Memorial Auditorium, Governor Moore reviewed the overall picture with regard to public school education in North Carolina. During the course of his remarks, he announced the appointment of the seventeen members chosen to serve on the Governor's Study Commission on the Public School System of North Carolina. The Governor did not fail to point out weaknesses in the state's system and to call for a microscopic study of all aspects of the school system in the hope of finding means of improving opportunities for the citizens of the future.]

I want to thank each of you for coming to this Conference on Public School Education. You were invited because of your interest in our young people and your dedication to providing good public schools for them. Certainly your contributions have helped to make public education in North Carolina the vital force that it is today.

For many years we have applied an ever increasing amount of our resources to provide a statewide system of public schools. Much progress has been made. In our schools the miracle of learning has become an actual experience for countless North Carolinians. We are grateful to all who have made this progress possible.

At this conference, we will look toward the future of our children and of the public schools they will attend. We must build upon the solid foundation we have. I ask for your help—and that of every citizen of this great state—in this comprehensive and essential undertaking. At stake is the future of the public schools in North Carolina.

I ask for your active assistance in seeking to ascertain the strengths and weaknesses of our present system of public school education. I ask for broad public assistance in establishing worthy goals for the public schools and the appropriate directions for North Carolina to take for their attainment.

This is no small undertaking. It is a major task. It will involve each of you and thousands of other citizens of this state. It will involve searching for new ideas and new approaches to public school education. It will necessitate change in established patterns, not for the sake of change, but for essential improvement.

In my legislative message to the 1967 General Assembly, I said: "We must ever seek to improve and better utilize our public school educational resources. The future demands that North Carolina provide its young with the best educational opportunities possible." In order to give us direction and creative leadership, I recommended that the General Assembly authorize a blue-ribbon commission to study all aspects of our public school system.

The General Assembly did this when it enacted into law House Resolution 1026. This resolution authorized the creation of the Governor's Study Commission on the Public School System of North Carolina. The legal duty of this commission is "to make a detailed and exhaustive study" of our public school system, "to the end that some evaluation of the effectiveness of the public school programs might be achieved."

The commission will consist of seventeen members, and I am pleased to announce these appointments today.

Three members appointed by the lieutenant governor are:

The Honorable J. F. Allen[161] of Biscoe, state senator from the Nineteenth District; the Honorable Julian R. Allsbrook[162] of

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[161] John Franklin Allen (1927-), building contractor and nursing home administrator from Biscoe; World War II veteran; state senator, 1967. *North Carolina Manual, 1967*, 554.

[162] Julian Russell Allsbrook (1903-), lawyer from Roanoke Rapids; educated, University of North Carolina and its law school; World War II veteran; state senator, 1935, 1947-1951, 1965-1969; representative, 1941, and Democratic nominee to state senate, 1942, but resigned to enter U.S. Naval Reserve. *North Carolina Manual, 1967*, 554-555; "1969 General Assembly," [12].

Roanoke Rapids, senator from the Fourth District; the Honorable Martha W. Evans[163] of Charlotte, state senator from the Twenty-seventh District.

Three members appointed by the speaker of the House of Representatives are:

The Honorable Allen C. Barbee[164] of Spring Hope, state representative from the Fourteenth District; the Honorable R. D. McMillan, Jr.,[165] of Red Springs, state representative from the Twenty-fourth District; the Honorable C. Graham Tart[166] of Clinton, state representative from the Twelfth District.

Eleven members are appointments by the governor and they are:

Mr. Philip C. Brownell[167] of Pisgah Forest, an executive of the Olin Mathieson Chemical Corporation; Mr. John W. C. Entwistle[168] of Rockingham, president of the North Carolina State School Boards Association, Inc.; Mr. J. W. Goodloe[169] of Durham, an executive of the North Carolina Mutual Life

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[163] Martha Wright Evans (Mrs. Charles H.), from Charlotte; B.S., Boston University; further graduate study at several institutions; first woman elected to Charlotte City Council; recipient of numerous honors and awards; state representative, 1963; state senator, 1965-1969. *North Carolina Manual, 1967*, 564-566; "1969 General Assembly," [14].

[164] Allen Cromwell Barbee (1910-), farmer, hotel operator, former publisher and editor, from Spring Hope; educated, University of North Carolina, Chapel Hill; mayor, Spring Hope, 1951-1959; World War II veteran; state representative, 1961-1969. *North Carolina Manual, 1967*, 592; "1969 General Assembly," [16].

[165] Roscoe Drake McMillan, Jr. (1913-), farm machinery and automobile dealer from Red Springs; B.S., University of North Carolina, Chapel Hill; World War II veteran; state representative, 1961-1969. *North Carolina Manual, 1967*, 640-641; "1969 General Assembly," [16].

[166] Charles Graham Tart (1918-), teacher, operator of tourist business, from Clinton; A.B., University of North Carolina, Chapel Hill; former clerk of superior court; World War II veteran; state representative, 1965-1969. *North Carolina Manual, 1967*, 661; "1969 General Assembly," [16].

[167] Philip Curtis Brownell (1911-), lawyer and chemical company executive from Asheville; A.B., University of Nebraska; LL.B., Yale; various government positions; officer of Mathieson Chemical Corporation, Pisgah Forest, since 1958, executive vice-president since 1964. *Who's Who in America*, Vol. 35, p. 312.

[168] John W. C. Entwistle (1912-), farmer from Rockingham; A.B., University of North Carolina, Chapel Hill; director of development, Richmond Technical Institute. Information furnished by Mr. Entwistle, August, 1969.

[169] Joseph Waverly Goodloe (1906-), corporation official from Durham; educated, Hampton Institute; officer of North Carolina Mutual Life Insurance Company for many years. Powell, *North Carolina Lives*, 494.

Insurance Company; Dr. James H. Hilton[170] of Winston-Salem, executive director of the Z. Smith Reynolds Foundation; Mr. Conrad L. Hooper[171] of Raleigh, superintendent of the Raleigh city schools; Dr. Amos Johnson[172] of Garland; Mr. C. B. Martin[173] of Tarboro, superintendent of the Tarboro city schools; Mr. William B. McGuire[174] of Charlotte, president of the Duke Power Company; Mrs. Mary Nesbitt[175] of Asheville, president of the North Carolina Classroom Teachers Association; Dr. A. Craig Phillips[176] of Greensboro, administrative vice-president of the Richardson Foundation, Inc.; Mr. Wallace West[177] of Wilmington, principal of the New Hanover Senior High School.

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[170] James H. Hilton (1899-), college official from Winston-Salem; B.S., Iowa State; M.S., University of Wisconsin; D.Sc., Purdue; teacher and researcher in various schools; director, North Carolina Agricultural Experiment Station, 1948-1953; president, Iowa State, 1953-1965; director, university development, 1965-1967; executive director, Z. Smith Reynolds Foundation since 1967. *Who's Who in America,* Vol. 35, p. 1027.

[171] Conrad L. Hooper, native of Jackson County; bachelor's and master's degrees from Western Carolina; former high school teacher and principal; World War II veteran; assistant city superintendent in charge of personnel, Raleigh, 1960-1966; superintendent Raleigh city schools since 1966. *News and Observer,* July 10, 1966.

[172] Amos Neill Johnson (1908-), physician from Garland; A.B., Duke; M.D., University of Pennsylvania; member of numerous boards and commissions; president, Medical Society of North Carolina, 1960-1961. *Who's Who in America,* Vol. 35, p. 1132.

[173] Charles Brantley Martin (1912-), educator from Tarboro; B.S., A.M., Wake Forest; former teacher and principal; became superintendent of Tarboro city schools, 1957, and of city and Edgecombe County schools, April, 1967; World War II veteran; state representative, 1947. Information furnished by Mr. Martin, August 10, 1969.

[174] William Bulgin McGuire (1910-), lawyer and power company executive from Charlotte; A.B., Davidson; LL.B., Duke; legal department, Duke Power Company, Charlotte, 1933-1956, assistant to president, 1956-1958, president since 1959. *Who's Who in America,* Vol. 35, p. 1471.

[175] Mary Cordell Nesbitt (Mrs. Martin), from Asheville; undergraduate and master's degrees, Western Carolina; former Buncombe County teacher; field consultant in the area of instruction, North Carolina Education Association, since July, 1969. Information furnished by Mrs. Nesbitt, August 12, 1969; *Raleigh Times,* August 4, 1969.

[176] Andrew Craig Phillips (1922-), native of Chapel Hill; A.B., A.M. Ed., University of North Carolina, Chapel Hill; former public school administrator; elected superintendent of public instruction, November, 1968. *Alumni Directory, U.N.C.,* 706; *News and Observer,* December 1, 1968; *North Carolina Manual, 1969,* 504.

[177] Wallace I. West, from Wilmington; master's degree, Wake Forest; former school principal; assistant superintendent, New Hanover County Schools; active civic and church leader. Information furnished by Mr. West, August 13, 1969.

It is my privilege to announce my appointment of Dr. Hilton to serve as chairman of this study commission.

Our goal is a child well taught! We seek for every child full opportunity to develop his God-given abilities in our public schools. It makes no difference whether this child lives in the country or in the city; whether he is white, Negro, or Indian; whether he is rich or poor: he must have available the fullest educational opportunity.

The primary question to be answered by this study is: How best can the people of North Carolina meet their obligation to provide full educational opportunity for their children?

Nothing concerning our public school system can be considered beyond improvement. This commission named today and all of us who assist in its work must be intellectually honest. We must have the courage to discard any obsolete practices which may persist in our educational programs. We must always be constructive, recognizing that we must build upon the great achievements of the past.

I emphasize again that the goal we seek is a child well taught. Our efforts must be guided by an acute awareness of the public schools' role in developing the potential worth of every boy and girl in this state. We must seek to instill into our public school system every means of preparing our young to become responsible and effective citizens in a world constantly growing more complex.

Never let us forget that our children are our most important resource. Their instruction is our first responsibility. How well we meet our responsibility to our children is the measure of our investment in the future of this state and even of mankind. The effectiveness and the scope of our public schools will materially influence their ultimate decisions on the problems of their generation. The very best help, guidance, and motivation which we can give our children are absolutely essential.

The task we face is of major proportions. Within a few days, more than 1.2 million boys and girls will be attending 2,130 schools in our 160 school administrative units. The cost of providing educational opportunities to these young citizens at existing levels during the next year will total about $500 million. The cost of education is increasing every year, and we have the obligation to see that our schools are properly financed.

Money will continue to be a major problem of education. Recognizing this, the General Assembly provided that this study commission carefully review the financial structure supporting public education. In North Carolina, the state has been a major investor in the public schools since the depression. Local assistance in varying degrees and federal funds more recently have been used in the financing of our schools.

For the last school year, it is estimated that the state contributed 70.6 percent for the total operation of public schools in North Carolina. The federal government, for the first time, contributed more toward the operating costs of our public schools than did our local government. The federal government provided 14.8 percent while local governments furnished 14.6 percent of the costs.

The patterns of financial support for public school education vary widely among the fifty states. Few, however, contribute as large a percentage of state support as does North Carolina. In most states the financial responsibility rests mainly on county and municipal government.

There have been two major studies of the financial support of our public schools in the last twenty years. One was included in the work of the State Education Commission which reported to Governor Cherry[178] in 1948. The second was made by the North Carolina Committee for the Study of Public School Finance, which reported to Governor Hodges in 1958. Both groups concluded that greater local support was essential, and the latter proposed an incentive plan as a means of encouraging more local support.

My feeling is that if our public schools are to be improved in the years ahead—and they must be—then greater financial resources are essential. I believe more local governments should participate to a greater extent. If all school units had the same local support as the Hendersonville schools, for instance, then North Carolina today would be spending as much per pupil as most of the other states.

What are the alternatives to greater local participation? How much more can the state provide without impairing its other essential services to the people? Do we want more federal support and the greater federal control which would accompany it? I believe the closer the control of the schools is to the people, the greater their efficiency, effectiveness, and response to local educational needs.

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[178] Robert Gregg Cherry (1891-1957), lawyer and governor from Gastonia; A.B., law school, Duke; World War I veteran; state representative, 1931-1939, speaker, 1937; state senator, 1941 and 1943; governor, 1945-1949. *North Carolina Manual, 1947*, 347; Crabtree, *North Carolina Governors*, 129-130.

The legislature also requested this commission to study the length of the school term, including the feasibility of a quarter system. At the present time North Carolina, like most other states, has a nine-month term. Summer sessions are a matter of local choice. This summer all but eight of our school units offered a variety of instructional programs. Nearly 109,000 pupils attended, generally paying their own tuition or using federal resources. In addition, thousands of our students were enrolled in driver-training programs supported with state funds.

A thorough study of the year-round school was made in 1960 by the Commission for the Study of a Twelve Months' Use of Public School Buildings and Facilities for Public School Purposes. It concluded, among other things, that "it is imperative that school plants should be utilized in the future for an extended period of instruction beyond the traditional nine-months term." I commend this report to our new study commission.

Teachers, of course, are the very heart of any school system. The public schools in North Carolina during the past school year employed 51,188 professional personnel, including teachers, principals, and supervisors. Some 19 percent held graduate level certificates based on the master's degree, and 95 percent held either the Class A Certificate, based on the bachelor's degree, or the graduate certificate.

An intensive study of the supply and demand for teachers, supervisors, and administrators, including their training and certification, is essential for the future of our schools. There are forty colleges and universities which prepare teachers in this state. In 1966 North Carolina ranked eighth among the fifty states in the number of new teachers produced. There were 5,177 teacher education graduates that year. Some 52 percent taught in North Carolina last year, and about 20 percent taught in other states.

We must train more and better teachers, and we must keep them in North Carolina. We especially need more men to come into the system, particularly in elementary education, to make a career of teaching. I believe more incentives must be found to keep good teachers in the classrooms. I would urge this study commission to consider merit pay systems and new job titles and classifications. Ways must be found to identify and reward competent career teachers for their efforts.

In this respect, I feel this commission also should review the role of educational television. This has had an impact in recent years. At first, there were some who thought television would reduce the importance of classroom teachers. This has not been the case. I think we recognize the important place for educational television, but the need for the human touch of the classroom teacher is undiminished. This commission, I believe, should objectively study the proper use of educational television for the future.

The General Assembly provided that the commission study the allocation, employment, and assignment of professional personnel; the specifications for their positions; the relationships in salary schedules; and the teacher-pupil ratio. At the present time, the state allotment of teaching personnel is made on a formula based on the average daily attendance for the preceding year, plus factors relating to population trends.

Principals, teachers, librarians, guidance counselors, and other special area personnel are provided through the base allotment. The salaries for these teacher and special area positions are based on training and experience. The salaries for principals depend upon their training and the number of state-allotted teachers under their supervision. Assignments of personnel are made by local administrators within the limits of rules and regulations of the State Board of Education.

Is there a need for greater flexibility in the allocation and assignment of teachers? Perhaps the specific problems of a given area should be taken into consideration and special assistance given those units which are using their own resources to meet a local need. Should local school administrators be given more freedom in assigning state-paid personnel? They are more aware of local needs and curriculum demands.

The cost of public school facilities will be of increasing importance in the years ahead, and careful study must be given to all aspects of this area. It is reported that 2,073 new classrooms were scheduled for completion during the last school year. Some 1,107 classrooms had to be abandoned, and it was estimated that 7,403 additional classrooms were needed. There were 103,950 students housed in temporary and inadequate facilities, and some two thousand attended school in shifts during the first month of classes.

School construction is primarily a local responsibility although state and federal funds are utilized. For the school year 1965-1966, a total of $63.7 million was spent for school capital outlay. Of this amount 54 percent came from local sources, 32.4 percent was from state funds, and 13.6 percent came from federal funds.

The people of this state voted a $100 million bond issue for school capital improvements in 1964. These funds were earmarked by the General Assembly for the various school units. To date, about $65 million of the bond money has been let to contract. Approximately $34.8 million is still available for school construction projects. Sixty-one of the 160 units have yet to submit specific requests for utilization of their funds.

I should note here that the cost of school construction is continuing to climb. The average per pupil cost in 1965 for construction of new and completed schools in this state was $1,120. In 1966 it rose to $1,170. This trend is expected to continue in the foreseeable future. Unnecessary delay in providing needed school facilities will increase their cost. School building programs should be accelerated as rapidly as sound planning will permit.

The study commission will give consideration to the procedures for selecting, adopting, and distributing textbooks. At the present time the twelve-member Textbook Commission reviews and approves all basal textbooks used in the public schools of North Carolina. Some measure of state control over textbook adoption is practiced in twenty-six other states.

North Carolina, however, is the only state which maintains a warehousing facility for stocking and shipping all basal and supplementary textbooks adopted for use in its public schools. We are one of the few states paying from state funds for all adopted basal and supplementary textbooks used in grades one through twelve.

Is our textbook system basically sound? Is there a large enough selectivity of textbooks available to local units? Is enough care taken to insure a broad selection to meet varying needs in the different school units? Are there enough textbooks written specifically for North Carolina's young citizens?

Consolidation has been the trend in our school system in recent years. The number of school administrative units has been reduced from 174 in 1963 to 169 in 1966. As of today, there are 160 administrative units. While progress in this area is being made, particularly in the merger of city administrative units with county units, much remains to be done.

Currently our 160 units range in size from 78,990 pupils to 808 pupils, and our school population is shifting. During the last ten years, 25 units have increased their student population by 25 percent, while 80 units have lost from 1 percent to 28 percent of their students. Some small school administrative units are proving very expensive to the state as well as to the local taxpayers. Last year the cost of administration (general control) varied from $27.94 per pupil in a small unit to $4.21 per pupil in a large unit.

The merits of consolidation, I believe, are generally accepted. The study commission should consider ways of speeding up the process. I believe this should include not only the merger of county and city units but also the merger of some of our smaller county units. The children in those administrative units perhaps have the most to gain from consolidation.

The commission is to study the public school food service program. Recent figures indicate that North Carolina ranks fourth in the nation in the percent of children enrolled participating in the national school lunch program. In our state system, 1,989 schools participated last year. These schools had an average daily attendance of 1,017,790, and served 760,697 lunches per day to 74.9 percent of the children in attendance.

There were 136,064,898 type A lunches served during the last school year. Of this total, 23,495,436, or 17.26 percent, were served free or at reduced price. Some two hundred schools participated in a pilot breakfast program during April and May of this year. There were 695,516 breakfasts served and 87 percent of these were provided free or at a reduced price.

Of course, the main consideration in this area is to insure that no child in our public school system goes without proper nourishment. Whatever needs to be done to provide for these children must be done. Another question concerns the status of the 12,000 school lunchroom workers. At the present time they are employees of the local units, and there is serious question whether they should become state employees. The responsible governmental body should see, however, that these workers are paid wages commensurate with their assignments and their responsibilities.

The value of research carried on in experimental schools and projects is evident. The Comprehensive School Improvement Project is assisting some twenty-five thousand students to become better learners, and some nine hundred teachers to become better instructors. The Governor's School is working with gifted students, while the Advancement School is working with underachievers. In addition, the Learning Institute of North Carolina, the Regional Education Laboratory of the Carolinas and Virginia, and various colleges and universities are doing educational research.

Throughout the nation there is a growing sensitivity to the need for educational research, experimentation, and innovation. This is a vital means of providing sound and necessary changes in our school system. North Carolina should continue and perhaps enlarge its comprehensive program in this area under the coordination of the State Department of Public Instruction. The work, if not actually done by department personnel, perhaps should be done through contract either with private organizations or local school units.

The General Assembly has very wisely directed the study commission to look into the whole area of vocational training and guidance, particularly the coordination of this training between the public schools and the community college system. The area of vocational and technical training within our public schools has virtually unlimited potential for our young citizens. It is essential that the state move more rapidly into providing educational opportunities in this area.

There are those who maintain that our schools, as well as many parents, are college and university oriented. This is fine so long as the student is capable and interested in going on to college. The majority of our students, however, still do not enter college, much less graduate. For every 100 pupils who entered the eighth grade five years ago, only 66 graduated from high school this year; only 34 of that 66 will enter college, and of that number, it is estimated that only 11 or 12 will receive degrees.

Vocational education is an integral part of the high school program in North Carolina, but it must become even more so. Last year 676 of the state's 753 high schools offered some vocational education. For the young men, emphasis was on agriculture. Some 70 percent of the schools offered training for agricultural occupations, 88 percent for homemaking and related occupations, 46 percent for trade and industrial occupations, 29 percent for distributive occupations, 12 percent for vocational office occupations; 27 percent offered an introductory course.

Those of our schools which are not doing so already must turn their attention to the young citizen who wants to work with his hands as well as his mind. Vocational guidance should be offered to all students and as soon as possible, perhaps even in the junior high school grades. Young citizens must be made aware of the many good job opportunities available to them if they have the necessary training and skills. That training must be made available to them in the public schools and in the community college system.

Consideration should be given by the study commission to the type of vocational courses offered in the schools. In addition, careful thought should be given to the creation of comprehensive vocational-technical high schools. This type of educational center may be a partial answer to the dropout problem and the military rejection rate which have plagued this state for so long.

The public school bus transportation system in North Carolina carries 53 percent of the state's school-age children. It takes 9,200 buses to transport these 600,000 children daily. In a year's time, 61 million miles are traveled by these buses. North Carolina provides over 90 percent of the annual cost of school bus operations and the total cost of replacing buses that have worn out. Local units provide for original buses to increase the size of the fleet and for maintenance and storage.

Transportation practices vary greatly from state to state. Throughout the nation between 35 percent and 40 percent of the school-age children are transported by bus. Generally, local school districts provide the basic financial support. Most states supplement these local funds on the basis of a reimbursement formula.

One of the major questions which should be considered by the study commission is the proper extent of the system in North Carolina. Most of the transportation provided now is for rural students. It has been repeatedly suggested that bus transportation be made available for all children and that it be done within municipalities either on a contract basis, with existing franchise carriers, or as it is presently being done in the rural areas.

Currently, 93 percent of the school bus drivers in this state are students who have qualified under standards established by the State Board of Education and the Department of Motor Vehicles.

With a very few exceptions, a high percentage of school bus drivers in other states are adults. How well has our present driver system worked? Should it be changed?

The teaching of human values, of course, has been a fundamental aspect of public school education in North Carolina since its beginning. Patriotism, moral and ethical values, honesty and integrity are woven into the very fabric of the entire curriculum, and they are taught by precept and example as well as by formal instruction. Provision is included in the law for instruction in Americanism and in the government of North Carolina.

The concern over the teaching of human values has increased in recent years. New "humanities" courses are being developed in our state, and humanistic concepts are given emphasis in existing courses. Research is being done on the state level to develop curriculum materials in the humanities, and in many local school systems new courses in this area are being tried.

This entire area of human values is of increasing importance. This study commission should review present programs carefully. It should insure that every boy and girl in our public schools obtains proper instruction in areas such as the General Assembly indicated: ethics, morality, patriotism, good character, honesty, integrity, temperance, sobriety, and the value of hard work.

The final area to which the legislature requested that the study commission give its attention is the special education of handicapped children. This certainly is an essential area of our public school system and one in which we must become more involved. Special education services for handicapped children are provided in our public schools, but unfortunately they are not yet available to all who need them.

North Carolina was recently included in a survey of programs for handicapped children which was conducted by the Florida State Department of Education in sixteen of the larger eastern states. In a comparison of the number of children served, our state was above the average in programs for the educable mentally retarded, the trainable mentally retarded, and for speech handicapped children. We were below the average in the number of children in programs for the visually handicapped, the physically handicapped, the emotionally disturbed and brain injured, and the hearing handicapped.

In its work in this area, I am sure the study commission will be able to utilize information gathered not only by the Department of Public Instruction, but also by the North Carolina

Council on Mental Retardation, and by the North Carolina Study Committee in Vocational Rehabilitation, which recently has been established. Certainly every effort must be made to provide necessary instruction in schools, sheltered workshops, and rehabilitation centers for our handicapped children.

In addition to giving attention to these areas, I request the study commission to look closely at our needs for kindergarten and other preschool programs. I have not changed my belief that there is a need for a public kindergarten program in our school system. Every child in North Carolina should have the opportunity to participate in a planned preschool program. I feel that the sooner we move into this area the better it will be for our young citizens.

The possibility of publicly supported nursery schools certainly should not be overlooked in this study. A child's early years are considered by some experts to be the most formative. If so, then perhaps the people have an obligation to provide educational opportunity for disadvantaged or deprived children. This study should not be limited to the needs of children from low-income groups. It should include all who might be culturally deprived, even those from affluent and mobile families.

The entire structure of public school education in North Carolina must come under the careful scrutiny of the study commission. We cannot allow traditional patterns to obscure any need for constructive changes in the overall structure. It is essential that care be taken to insure that our public schools are prepared to meet the needs of the children in the communities they serve.

On the state level we must be extremely careful that a rigid bureaucracy does not develop, yet we must have state-level safeguards to insure that sound educational policies are developed and that every child regardless of where he lives in this state shall be assured of his rightful educational opportunity. To achieve this objective we need unified and strengthened state-level service. There should be a careful review of the General Statutes to ascertain if they contribute to this objective. If they do not, then the statutes should be changed by the next General Assembly.

The important role of local school boards must be reviewed and, where necessary, expanded and strengthened. The system of schools within a given unit derives its strength and vitality from its governing board. If our children are to have good schools, then strong, imaginative school board members are essential. They are the ones who give local guidance and select the personnel necessary to bring about improvement in public education.

This morning I would ask the study commission to give consideration to the role of the people in public school education. I am confident that our public schools can be only as good as the people want them to be. Much more, however, is involved than merely saying "I am for better schools." Certainly all of us are for better schools, but are we for them enough to get out and find out what is going on and what is needed for their sound improvement?

In the final analysis, the success of this study commission depends upon public participation. The seventeen members appointed this morning and subcommittees which will be named shortly, plus all of the professional help which will be utilized, cannot do the job alone. If this crusade for better public schools is to be of lasting benefit to the children of this state, then the active concern of all and the participation of thousands are absolutely essential.

I call on all citizens of North Carolina to look now at the public schools in your communities. Look at them objectively and critically, study them, and formulate ideas on how they might be improved. I urge parent-teacher associations and other education organizations to take the initiative in reviewing and proposing plans for enhancing educational opportunity. I call on the news media to focus public attention on educational problems and potentials. All assistance and suggestions will be appreciated and utilized by this study commission.

I charge the members of the commission with the responsibility of developing a detailed blueprint for the future of our public schools. The increasingly important role of education demands that you define clear-cut objectives for the public schools and that priorities for improvement be established. The end result of this commission's efforts must be a comprehensive report with recommendations which can be utilized by the General Assembly and by the local governmental units.

To the commission members and to all interested in the public schools, I emphasize that our goal is a child well taught. If we love our children—and there is no question of that—then we must see that they are provided with the opportunity to attend schools which encourage them to find and develop their best abilities. This is absolutely necessary if our young people are to find their proper places in this world of rapid change and increasing opportunity and if they are to become the responsible citizens we so urgently need.

Can we do less than provide the best in education for all the young citizens of North Carolina?

We cannot! I ask your complete support in this study and in our continuing efforts to provide necessary and beneficial educational opportunity for all our young people.

REMARKS FOR THE COMMITTEE ON TOURISM DEVELOPMENT OF THE SOUTHERN GOVERNORS CONFERENCE

ASHEVILLE

September 13, 1967

In his remarks to the Committee on Tourism Development, Governor Moore commented on the attractiveness of regional resources and the effectiveness of working together in the area of tourism. The previous year the Committee on Tourism Development had recommended means of promoting "greater utilization of our scenic attractions, parks, and recreation areas." Though progress had been made, much remained to be done; the governor expressed appreciation for the work done by the Task Force Subcommittee, headed by Bill Hensley[179] of the Travel and Promotion Division of the North Carolina Department of Conservation and Development. Recommendations made in the report given by Governor Moore in Asheville had their foundation in the work of this subcommittee. Plans had been made for all eleven member states of the Southern Travel Directors Council to send delegations to Europe to tell the Travel South, USA, story. Visits would be made to eight European cities in a three-week period and 20 million people would be invited to visit the South. The mission was the first for a multistate group though a parallel project had been conducted the previous fall when

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[179] Bill F. Hensley, from Asheville and Raleigh; B.A., Wake Forest; World War II veteran; former newspaperman and advertising man; director of the Travel and Promotion Division of the Department of Conservation and Development, since March 1, 1965. Information furnished by Mr. Hensley, May, 1969.

Governor Mills E. Godwin of Virginia and Governor Moore enjoy an outing during the Southern Governors Conference in Asheville in September, 1967. (Photograph from Dan K. Moore Photograph Album, courtesy of Governor Moore.)

thirty-seven North Carolinians toured eight countries. An area travel brochure had been produced and plans made for a joint advertising program. Because a Travel South Photo Contest had proved successful the year before, another was in progress.

The value of the promotion of the regional theme had been accepted by the Committee on Tourism Development, and the committee was pleased to note that North Carolina and South Carolina were in the process of establishing welcome centers—another forward step resulting from the work of the committee. The committee had previously asked the governors to consider the establishment of separate agencies for tourist development; South Carolina had responded by taking its travel division from the Department of Economic Development and placing it in a new Department of Parks, Recreation, and Tourism. The Committee on Tourism Development recommended:

1. That the unlimited potential of a well-planned tourism development program be recognized.

2. That there be a continuation of the stress on regional programs.
3. That there be an expansion of research; that the Southern Governors Conference petition the Bureau of the Census to include questions concerning travel and recreation in the questionnaires in 1970.
4. That Congress be asked to give increased support to the United States Travel Service.
5. That states provide adequate funds and staff for their respective development agencies.
6. That highway programs be supported, particularly in areas used by tourists.
7. That there be support of plans for better travel accommodations, wise conservation of natural resources, and proper zoning laws.
8. That states having none establish schools to train people coming in direct contact with the public.

In conclusion, Moore stressed the principle of regional cooperation, remarking that southern states would "continue to compete, but we must not fight." A realization of the strength in cooperation and coordination would result in the total potential being realized sooner than would otherwise be possible.

LUNCHEON IN HONOR OF SURGEON GENERAL WILLIAM H. STEWART

RALEIGH

September 26, 1967

In his introduction of Surgeon General William H. Stewart,[180] Governor Moore referred to the selection of the Research Triangle as the site for the new National Environmental Health Center, with land furnished through funds appropriated by the General Assembly; to the selection of the same area for the National Center for Air Pollution Control; and to North Carolina's interest in these and related programs. The surgeon general directed some 150 federal programs which employed over thirty-eight thousand people; Governor Moore welcomed him to North Carolina and expressed hope that he would visit the state often "as the Public Health Service's centers grow in our Research Triangle Park, and serve the people of this country and the world." [As an aftermath to the luncheon, the surgeon general issued remarks at a news conference concerning the smoking-versus-health controversy. Governor Moore was asked to comment on Stewart's remarks, but he replied he "felt it would have been improper to have entered into a debate with a man who was a guest in the state." The governor promised to issue a statement on the tobacco problem within a few days. For this statement, see p. 661.]

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[180] William Huffman Stewart (1921-), physician and government official from Bethesda, Maryland; educated, University of Minnesota and Louisiana State University, with M.D. from latter institution; pediatrician prior to joining United States Public Health Service, holding various administrative positions, and becoming surgeon general in 1966. *Who's Who in America*, Vol. 35, p. 2105.

DEDICATION OF THE *DAN MOORE*

MOREHEAD CITY

October 8, 1967

Speaking at the dedication of the state's new exploratory fishing vessel, Governor Moore outlined the advantages which would accrue to North Carolina from the acquisition of the ship. An eighty-five-foot ship, she represented an investment of nearly $400,000, most of which was state money though some $15,000 for equipment had been provided by the federal government. As a project of the Division of Commercial and Sports Fisheries of the Department of Conservation and Development, the ship carried a well-qualified crew including a researcher, who was a biologist with experience in the use of oceanographic equipment. To provide data for fishermen; to find a way of predicting the times, places, and volumes of fish to be available to the fishermen; to develop efficient fishing techniques; to test gear and equipment; and to improve the quality of seafood caught in North Carolina waters were purposes of the project. The hold was divided into three compartments so that the catch in each could be treated under different conditions and compared for quality. The work of the *Dan Moore* would not duplicate that being done by ships owned by Duke University, the Cape Fear Technical Institute, the University of North Carolina's Institute of Marine Science, the Federal Bureau of Commercial Fisheries, and privately by individuals. The research and development program

The *Dan Moore* was christened in October, 1967. (Photograph from Dan K. Moore Photograph Album, courtesy of Governor Moore.)

of the Division of Commercial and Sports Fisheries was limited but was being extended; and the state was strengthening its programs in the community college system for marine-oriented technical personnel. Sound development of the state's fishery resources had also been a goal of the Coastal Plains Development Commission, a joint venture with South Carolina, Georgia, and the federal government. The governor predicted the *Dan Moore* would "play an important role in the future development of North Carolina's fishing industry." He wished for it "calm seas, good catches, and many pleasant and scientifically profitable voyages."

MEETING OF THE BOARD OF CONSERVATION AND DEVELOPMENT

ATLANTIC BEACH

October 8, 1967

After his preliminary remarks of greeting and appreciation for the job being done by the Board of Conservation and Development, Governor Moore touched on the success of the Division of Commerce and Industry and on innovations which had been profitable. Five regional offices—established in Washington, Lumberton, Raleigh, Salisbury, and Sylva—were staffed with qualified people. Through efforts of the men in the regional offices, twenty new plants had been established in less than two years. Bringing new industry in and encouraging the expansion of established industry was a highly competitive business; the Commerce and Industry Division had "to stay on its toes . . . even though most [of the sister states] have far less to offer industry in the areas of training of labor, transportation facilities, good climate, etc." North Carolina pioneered in trade missions and in sending teams of experts to various localities to discuss the potential advantages to various industries should they decide to locate in the state. Examples were cited to show what had been done and was being done in this field. The tangible results of the work were evidenced by the fact that more than $1.096 billion was invested in new and expanded industry during the first two years of the Moore administration, and investments were continuing at a high rate.

Governor Moore praised the work which was being done but said he favored the idea of studying reorganization; the 1967 General Assembly created a commission which would "study the feasibility and desirability of reorganizing the conservation and development activities of state government." The study was to include, but was not limited to, "the question of dividing the present functions of the Department of Conservation and Development between two departments and the appropriate scope of functions for each." The governor felt it wise to review other programs and consider ways of making government more effective. He urged the commission "to consider the feasibility and desirability of dividing the functions of C&D between not two, but three, departments. I would also urge the study commission to look not only within the Department of Conservation and Development for functional association but throughout state government." He gave several examples: First, he proposed a development agency, to consist of the present Commerce and Industry, Community Planning, and Geodetic Survey divisions of the Department of Conservation and Development. He also suggested consideration of the State Ports Authority and the Board of Science and Technology as additions. Second, he proposed a conservation agency. This agency would include the Divisions of Commercial and Sports Fisheries, Forestry, and Mineral Resources; along with these divisions of the Department of Conservation and Development, he proposed a look at the Wildlife Resources Commission and the Seashore Commission. Third, and finally, Governor Moore proposed that the commission consider a tourism agency, to consist of the Travel and Promotion and State Parks divisions of the Department of Conservation and Development, with possibly the addition of the Recreation Commission and the Historic Sites Division of the Department of Archives and History. He also called attention to the feasibility of a study of ways of strengthening liaison between any new agencies recommended and those which had been in existence. As he concluded, the governor hastened to say he thought all agencies and departments were doing a good job, but he felt that an opportunity to study was a chance to improve what was being done.

GOVERNOR'S CONFERENCE ON LAW AND ORDER PROMOTING TRAFFIC SAFETY

RALEIGH

October 13, 1967

[Throughout his administration, Governor Moore stressed the necessity of upholding law and order. In this speech he dealt with traffic safety and the upholding of traffic laws as a phase of the overall problem of the maintenance of law and order. He discussed two new weapons in the fight against traffic violations: the Breathalyzer, used as a test for driving under the influence of intoxicants, and the VASCAR, used to detect speeding.]

I have asked you to come to Raleigh today for a very specific reason: I need your help!

The most serious domestic threat confronting the United States today is the possibility of a breakdown in law and order. We recall all too vividly the needless riots, destruction, and heartaches of the past weeks and months. We recognize that no community, regardless of its posture, is beyond the reach of such futile and hopeless acts of violence.

North Carolina can be thankful that our communities have been spared the turmoil experienced in other areas. We have not been complacent, and we must not become so in the future. Indeed, there are problems confronting our people, and it is the duty and the obligation of all of us to help find proper solutions.

As we continue to seek better and more equal opportunities for all our citizens, however, we must not allow the legal foundations of our society to crumble. The laws of this state and this nation must be respected and obeyed by all citizens. No individual—not me, not you, not any citizen—is above the law or beyond its reach. It applies equally to all.

Certainly if progress is to continue; indeed, if this nation is to remain the citadel of democracy and freedom, lawlessness in any form cannot be tolerated. Decent people must be given the opportunity to develop and prosper in an atmosphere of order. Our communities must be peaceful. Our streets must be safe. People must respect one another and obey the laws enacted by duly constituted bodies.

I am talking about all laws: those concerned with murder and arson, those concerned with looting and rioting, and those concerned with death and property destruction on our streets and highways. Today, at this Conference on Law and Order, I want to emphasize traffic safety. Many of our citizens will decry wanton rioting in the streets and then get out on the highway and cause as much destruction and heartache as could any individual rioter.

Neither Detroit, Newark, nor any other community in America has experienced in riots this year the death and destruction which North Carolina already has recorded on its streets and highways in 1967. Even the most bloody battles in Vietnam this year have not produced the carnage of all the traffic accidents in this state, and dangerous holiday periods are still ahead.

If the people who have died in traffic accidents in North Carolina this year were alive today, it would have taken twenty-five of those big cross-country buses to bring them to Raleigh for this meeting. And each of those buses would have been crowded.

To feed that many people would have required a place twice as big as this one. Of course, a nursery would have had to be provided, for many of our nearly thirteen hundred fatalities were small children and babies.

The fatalities, of course, are only a relatively small percentage of the number of men, women, and children who have been injured in motor vehicle accidents. If it were possible to get together in one place all who have been injured in accidents this year, we could fill the football stadium out here on the edge of town. It would not be a very happy crowd regardless of what went on down there on the field. Many of the nearly forty thousand injured people are horribly maimed and otherwise suffer from painful and lasting injuries.

Hundreds more are still to die and thousands more are still to be injured in the days between now and the first of next year. Some drunk who took one more for the road won't get home ever. Some nice teenager, his whole life before him, will die along a busy highway because of a dare. Some mother won't be there on Christmas morning because she shopped too long and then rushed out into heavy traffic.

But it does not stop with the drinkers, the speeders, and the reckless drivers. Often they are the ones who continue merrily on their way down the road or who walk away from a battered car with scratches and a bruised knee. Too often it is the innocent, the careful driver, the one who obeys the law that cries out for help from a burning wreck. Too often it is the innocent, the careful, the law-abiding citizen who is covered with the blanket and taken to the funeral home. Too often it is the innocent person who suffers for the rest of his life, who spends sleepless nights wondering "Why me?" who struggles with man-wrought affliction.

To me, the person who willfully violates the traffic laws of this state is no better than the rioter in the streets. There is as much wrong with a wild driver on our highways as there is with a man who loots. The driver under the influence of alcoholic beverages is just as dangerous as the sniper who shoots from rooftops at unarmed firemen. To condone lawbreaking in any form is to condone it in all.

The five million people of North Carolina cannot afford to tolerate the willful violence and lawlessness on our streets and highways. Our law-abiding people expect and deserve to be protected from motor vehicle drivers who ignore and disregard laws enacted for the safety and well-being of all. As I have said before, my administration intends to use every means available to make our roadways safe for all people.

There are, of course, many factors which play a part in improving traffic safety. We have in operation today in North Carolina one of the most comprehensive state highway safety programs in the nation. It is based upon enforcement, education, engineering, and research. In spite of all our efforts, however, the number of deaths and accidents climb. Why? I ask you: why?

The first reason that comes to mind—and it is a valid one—is that we have more drivers and more cars than ever before. People are driving more. For instance, North Carolina has about 2.6 million drivers. This is an increase of about 5 percent or 150,000 drivers a year. About two thirds of these are new drivers in the sixteen-to-eighteen year age range. There are already almost 2.6 million (2,573,000 as of September 30) vehicles on our highways, an increase of over 5 percent from this time last year. Mileage driven has increased by about the same percentage.

This progression is natural as our population grows and as North Carolina's prosperity continues to develop. To accept this as fact, however, does not mean that we accept as fact that the death and destruction rate must continue to rise on our highways. Most assuredly we do not.

Our program, though still being developed and strengthened, has had a good effect. While the number of deaths continues to climb, the state's death rate is down slightly. Last year the rate was 6.44 deaths per 100 million miles traveled. This year the rate is slightly lower at 6.22 deaths per 100 million miles traveled. In terms of lives saved, this amounts to about forty-four people. Really, it isn't many when you consider the extent of the slaughter on the highways.

What more can we do about it? I intend to answer this question in the next few minutes. I would remind you first that the effort being made in North Carolina is a total program involving all levels of government and many people. Success ultimately depends upon the accomplishments of various agencies and groups working together. We are making progress, but much, much more needs to be done.

Our total traffic safety effort is by law guided by the North Carolina Traffic Safety Authority. This authority, which I recommended to the 1965 General Assembly, is composed of all state officials with responsibilities in traffic safety plus representatives of the General Assembly and the North Carolina Traffic Safety Council. It meets on my call and has sought to bring about a coordinated attack on the causes of traffic accidents.

A coordinator for the highway safety program was added this year to increase the participation and effectiveness of the authority. The duties of this new office are to coordinate the objectives and activities of the various state agencies represented on the authority and to engender activity at local governmental levels. This office will work with the federal safety program and will utilize available monies in helping to plan for our continuing attack on traffic accidents.

One of the more far-reaching features of our program is the Highway Safety Research Center at the University of North Carolina at Chapel Hill. This facility, headed by Dr. B. J. Campbell,[181] is presently evaluating our existing programs while coordinating university activities in highway safety and developing a training program for safety workers. Its work is already meaning a great deal to our effort in North Carolina.

I am sure you are aware of many of the various aspects of our total program. For instance:

Motor vehicle inspection which is causing hazardous defects to be found and eliminated in thousands of cars.

Reflectorized license plates to make vehicles more visible at night.

Improvements to make our highways safer. Some 312 safety projects, costing more than $12 million, are under way to eliminate dangerous areas.

Driver education for every new driver under the age of eighteen.

New laws governing the use of motorcycles.

A defensive driving course already has been given to more than twenty thousand people.

These and other projects are of tremendous importance to the total highway safety program in North Carolina. They are having a positive effect already, and this will continue to develop. Unfortunately, these projects do not greatly diminish two of the major causes of deaths on our highways; speeding and driving under the influence. Alcohol figures in over 50 percent of our fatal accidents. Speeding is also a major factor in many accidents.

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[181] B. J. Campbell, from Chapel Hill; B.A., M.A., Texas Christian; Ph.D., University of North Carolina, Chapel Hill; head of Accident Research Branch, Transportation Research Department, Cornell University Aeronautical Laboratory, Inc., 1959-1966; appointed director of Highway Safety Research Center in the Consolidated University of North Carolina, May, 1966. News release of Governor Moore, May 17, 1966.

If our efforts are to have a dramatic effect in reducing the number of accidents, then we must in some way stop the speeders and those who drink and drive. We must emphasize to all North Carolinians that we will not tolerate on our highways those who disregard our speed laws and those who drive while under the influence. It is not enough to urge, to plead, to resort to gimmicks. These things have no impression on those who willfully violate the law and threaten the well-being of their fellow citizens.

The only way to curb speeders and those who drive under the influence is to treat them as the dangerous people they are. It must be demonstrated clearly to them that their lawless activities will not be tolerated in North Carolina. This is the job of the State Highway Patrol and our city and county law enforcement personnel. These officers are our major offense against the speeder and the driver under the influence.

I am today asking the State Highway Patrol to mount an all-out campaign against speeders and those who drive under the influence of alcohol. I assure every trooper that the full force of my office and of the state of North Carolina is behind him in this important campaign. I urge county and city officials across the state similarly to back their officers in this crucial attack to rid our streets and highways of this dangerous element.

In September of last year the State Highway Patrol put into operation a chemical testing program for drivers suspected of being under the influence. This program, though limited by the number of testing units available, has been most effective. The number of arrests of people suspected of driving while impaired has been up substantially every month. The courts generally have supported with convictions this effort by the patrol.

At one time earlier this year the traffic deaths in North Carolina were sixty-seven fewer than they were on the same date a year ago. I am convinced that that situation came about because of the impact of the program against drivers under the influence. We need to regain that momentum; we must enforce the laws so that any violator knows he will be apprehended.

It has become evident, however, that the thirty-six Breathalyzer testing units are not an adequate number to cover the state. Therefore, thirty-three additional Breathalyzer units have been purchased and are being put into operation. I am hopeful that these additional units, plus those available in some cities and counties, will give every person suspected of driving under the influence an opportunity to take the test. It is a scientific method of showing the amount of alcohol within an individual's system.

I urge the patrol to stop any moving vehicle whose driver shows any indication of being under the influence. We must make every effort to remove from our highways the dangerous, unconcerned motorist who threatens not only his own life, but also innocent and law-abiding citizens. It must be demonstrated to all that any one who drives under the influence will be arrested.

Let me add I am aware that with some individuals drinking is an emotional problem. We want to help these people even as we want to keep them and others alive. I would urge the compulsive drinker to seek assistance in solving his problem. The state stands ready to help through its alcoholic rehabilitation program. If any person wants help in meeting his drinking problem, I will be glad to send him information on the state's program.

People who exceed the legal speed limits should take heed also. We are now equipping the Highway Patrol with 100 VASCAR units. Troopers are now being trained at the Durham Technical Institute to use this equipment. The VASCAR is a new concept in speed checking which has tremendous potential for us in North Carolina. The word VASCAR was obtained from the first letters of the instrument's name: "Visual Average Speed Computer and Recorder."

The VASCAR device is a self-contained unit about the size of a cigar box. It enables troopers accurately to clock the speed of vehicles as they meet them on the highway, while following them, while the vehicle is approaching from the rear or while the patrol car is parked. In fact, there are twenty-three different ways in which the VASCAR unit can be used to check the speed of suspected law violators.

Actually the VASCAR is a mechanical computer that enables a trooper to measure the distance between any two points along a highway and to time a vehicle as it travels between those points. The speed of the vehicle is then mechanically computed. This equipment has several advantages over other speed-timing devices. For example, it can be used during regular patrol and does not require cables or assistance of additional troopers.

Studies under way by the patrol, the research center, and law enforcement personnel in other states indicate that VASCAR offers one of the most accurate means of determining the speed of vehicles on the highway. A superintendent of state police in another state said: "One trooper is still not equivalent to 10 troopers, but we believe a Vascar equipped trooper can do the work of 10 in the apprehension of any speeder on our over-crowded and dangerous highways."

I believe these devices will help curb speeders on our highways and thereby help to reduce the number of accidents. I want every driver on our highways to become aware of the capabilities of the VASCAR unit. I hope judges will familiarize themselves with its operation as they have with the Breathalyzer. I particularly want those who disregard the speed laws to understand it, for some day soon that trooper in the distance may be using a VASCAR to clock your speed.

Governor Moore and State Highway Patrol Commander Colonel Charles Speed (right) and Trooper Robert Barefoot (center) examine a new device to be used to clock speeders. The governor announced use of the new machines October 13, 1967. (AP photograph.)

With these two instruments—the VASCAR and the Breathalyzer—we have the tools which can reduce the death and destruction on our highways. I ask that no quarter be given any violator by the Highway Patrol or local police. We are today in a battle of life and death on our streets and highways. Every legal weapon that is available to law enforcement agencies must be put to use now. We must get the driver under the influence and the speeder off our highways. The lives of innocent men, women, and children depend on the success of this campaign.

Now, as we begin this new effort at law enforcement, I appeal not only to those with responsibilities in this broad area, but to all our people. We need your help. We need the support and assistance of our ministers, our news media, women's organizations, civic and service clubs, and every other group concerned with living in a decent and safe society. The help and support of every citizen is essential.

Each law enforcement officer—state, county, or city—must work as an individual. When an officer pursues and arrests some dangerous law violator, he is just one man. But for him to do the necessary job in enforcing the laws, he must have the support and backing of every law-abiding citizen in North Carolina. The law officer is a symbol of our determination that law and order shall prevail. He must have our help and our support.

Let me emphasize here that all judges and solicitors have a most crucial role to play in highway safety. It does no good for our troopers and local police to work all night arresting law violators if the courts are not going to back them up. The battle to save lives on our highways is a team effort. The courts on all levels are in the front line of our attack on problem drivers.

Traffic law violators must be dealt with firmly and quickly as well as fairly. Habitual traffic violators are indeed dangerous. In some cases, I feel, traffic violations are treated too lightly. Cases are sometimes postponed until the investigating officer recalls little more than what he has written down. Too often charges are reduced and minimum sentences are handed down. At times, the violator of traffic laws leaves the court, not only to return to his dangerous driving habits but also to mock justice.

I urge judges and solicitors all over North Carolina to look at the death and destruction on our highways. I ask for your help in curbing it. I ask you to look sternly on violators of our traffic laws. The law-abiding people of North Carolina are looking to our solicitors to prosecute traffic violators to the fullest extent of the law. If a man is charged with driving while under the influence, then he should be prosecuted for driving under the influence.

Judges have a special role to play in this campaign to save lives on our highways. They have an obligation to inform juries of the seriousness of the traffic law violations. Those found guilty of such violations should be punished in a manner that will deter them—and others—from future violations. Fines may be sufficient in some few cases. Restriction of driving privileges, however, is generally far more effective; those who repeatedly violate traffic laws should be taken off the highway.

We come now to the people. It is the people for whom this highway safety program has been developed. Indeed, it is the people for whom law and order must be maintained. The innocent, more often than not, are the ones who suffer most from the speeder or the driver under the influence who roams the highways. It is the innocent—the safe driver—who pays the increasing cost of liability insurance, who is injured for life, who dies needlessly on the highway because of someone else's neglect.

For the good of our people and their well-being, the law must be enforced in North Carolina. No one on our highways or in our streets can be allowed to choose the laws he will obey and to disregard others. Our citizens must have the freedom to ride on the highway without fear of bodily injury or death even as they must have opportunity to develop their abilities in a peaceful society. We must have the cooperation of the people as we seek to remove the dangerous drivers from the roads and to maintain law and order throughout our state.

We—the officials of this state and its political subdivisions—have our responsibilities. The people have entrusted to us the fair enforcement of the laws enacted by their representatives. It is our duty in the various capacities which we hold to provide for the safety and well-being of the people, regardless of where they happen to be or who they are. The job is tremendous in its scope, but it can be done if all officials on every level of government work together to insure the fair and firm enforcement of the law. It is essential that we succeed.

NORTH CAROLINA STATE BAR

RALEIGH

October 27, 1967

[Speaking to lawyers gathered for the annual meeting of the State Bar, Governor Moore took occasion to discuss the new court system and proposals for study and changes in state government. He stressed the need for a complete review of the state's 1868 constitution, recalling efforts made during the Hodges administration to bring about needed reform. Governor Moore's statement of December 5, 1967, reported that the "Council of the North Carolina State Bar met on November 17, supported my request and adopted a resolution to give consideration to revision, rewriting, or appropriate amendment to the state constitution. The council also invited the North Carolina Bar Association to form a joint committee to study the plan, method, and recommendations for organizing the study of the constitution." Continuing, Governor Moore said, "I am pleased to announce today that the North Carolina State Bar and the North Carolina Bar Association, acting through their respective presidents, have appointed a steering committee to help launch the study. Those who will serve on the Committee to Study the Constitution are expected to be appointed later by the steering committee and the executive heads of the two law groups, and undoubtedly will represent many groups and individuals other than attorneys."

The governor selected as chairman of the steering committee, Colonel William T. Joyner of Raleigh. Colonel Joyner later informed Moore that a twenty-five-member State Constitution Study Commission had been appointed and would hold an organizational meeting in Raleigh April 5; the governor issued a March 24, 1968, statement containing this announcement. A plan for the study had been formulated for presentation to the commission. At that time the governor announced that the Z. Smith Reynolds Foundation had approved a grant of not over twenty-five thousand dollars to finance the study.]

It is an honor for me to be here this morning to participate in the thirty-fourth annual meeting of the North Carolina State Bar. I appreciate the privilege of appearing with so many distinguished North Carolinians, from the chief justice, who follows me, to your concluding speaker, United States Senator Sam J. Ervin, Jr.

It is well to note the many contributions of the members of the legal profession to the system of good government in North Carolina. They are worthy of the highest praise and I commend the members of the bar for their unselfish and dedicated service;

many of the highest public offices in North Carolina are held by distinguished lawyers. The legal profession has always been a prime source of brains and energy. I think that it can be successfully demonstrated that North Carolina would not be the great state it is if the members of the bar had not helped lead the way.

It is also appropriate to pay tribute once again to the members of the highest court in North Carolina and its great chief justice and to recognize anew the distinguished and honored place which our supreme court holds in the nation. For many decades, it has been recognized as one of the finest courts in the land.

In making my appointments to the newly created court of appeals, I sought the advice and counsel of every member of the North Carolina Supreme Court. It was my purpose to appoint persons to this court of the same high caliber, learning, temperament, and personal integrity, so that the court of appeals might be an effective partner in the system of appellate review which has been established by the legislature. I am pleased that my search for distinguished jurists has led so happily to the appointment of those six who compose our new appellate court. They serve under the strong leadership of Chief Judge Mallard,[182] and I know that he will continue to be an inspiration to the bench and bar of North Carolina.

This discussion leads me inevitably to a few comments concerning the privilege which has been mine during my term as governor. Should circumstances permit me to make two more appointments to the superior court bench, I will have appointed at one time or another more than one half of the superior court judges in North Carolina. This has been a unique and challenging experience for me, and I want you to know that I have sought advice from the top ranks of the legal profession in North Carolina. The response of this bar for my call of counsel has been most heartwarming. I have appointed those men who I believe will make a career of the office, who will be hardworking and energetic judges, and who will be a credit to the North Carolina judiciary.

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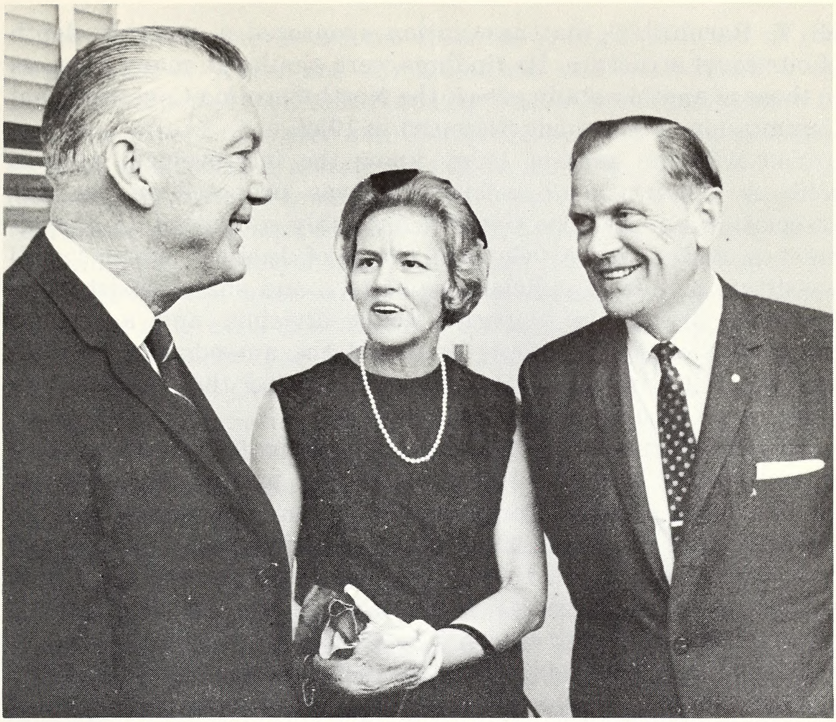
[182] Raymond Bowden Mallard (1908-), lawyer from Tabor City; educated, Wake Forest; state representative, 1939; resident judge of Thirteenth Judicial District, July 1, 1955-July, 1967; appointed to court of appeals, July 6, 1967. *North Carolina Manual, 1939*, 206; news release of Governor Moore, July 6, 1967.



Governor Moore talks with Judge David Britt and his wife just after Britt was sworn in to the North Carolina Court of Appeals. (AP photograph.)

This morning I would like to consider with you very briefly the organization and operation of our state government. There is no question in my mind but that government on all levels in this country is today in a state of flux. The times and the demands of growth and development are such that we cannot blindly accept traditions in government. To be sure, most traditional practices are sound, but in some areas perhaps they could be expanded, strengthened, or replaced.

Of our three branches of government—executive, legislative, and judicial—the judicial has had more close, critical, and constructive study in recent years. The result, in this case, has been a vast improvement in our court structure. It is providing the people of North Carolina with a modern and efficient as well as a fair court system.

The North Carolina Bar Association is to be commended for the important part it played in the updating of our court structure. At the suggestion of Governor Hodges and Chief Justice

M. V. Barnhill,[183] that association sponsored a study in depth of our court structure. Its findings were similar in many respects to those of another study group, the North Carolina Constitutional Commission, which made its report in 1959.

You who are present today know the improvement process well. A constitutional amendment was proposed in the bar association's study. The General Assembly submitted an amendment providing for a "General Court of Justice" which "shall constitute a unified judicial system . . . and shall consist of an appellate division, a superior court division, and a district court division." The people approved the amendment in 1962, and the following General Assembly created the Courts Commission to prepare for its implementation.

The members of this Courts Commission performed an outstanding service to this state. I adopted as part of my legislative program the Courts Commission's recommendations for the establishment of a uniform system of district courts in 1965 and of a court of appeals in 1967. I am pleased the General Assembly approved both proposals. We now have the structure for a court system in North Carolina as uniform, as efficient, and as modern as can be found in any state in the nation.

Now I turn to my own bailiwick—the executive branch of government. Good, sound, efficient, innovative, and flexible administration of state governmental programs is more essential now than ever before in history. It becomes even more essential with each passing day. Government is growing; it's big business. It has a tremendous job to perform, and it must remain constantly alert to avoid unnecessary duplication while improving services to the people under its jurisdiction.

Of particular interest to the North Carolina bar, I feel, is the progress being made in the field of corrections. As you recall, the recent General Assembly replaced the State Prison Department with the new Department of Correction. This new department is authorized to join with other agencies in effecting the rehabilitation of convicted offenders, and to establish diagnostic centers to aid the courts. This is a sound improvement, a modernization of state government services.

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[183] Maurice Victor Barnhill (1887-1963), lawyer from Rocky Mount; educated, University of North Carolina Law School; state representative, 1921; judge, superior court, 1924; appointed associate justice of supreme court, 1937, chief justice, 1954, served until August, 1956. *North Carolina Manual, 1955*, 426; Patton, *Addresses of Hodges*, I, 610-611; *News and Observer*, October 13, 1963.

Two other examples are the creation by legislative act of the Department of Water and Air Resources and the formation by executive order of the State Planning Task Force. The creation of the Department of Water and Air Resources is a major achievement in modernizing a state agency to meet the needs, not only of today, but also of tomorrow. The Task Force, which helps to coordinate state-federal-local programs in housing, urbanization, planning, etc., is a major innovation in good state government.

In our attempt to streamline state government, I should point to efforts at greater coordination of various state agencies and local governments. The North Carolina Traffic Safety Authority and the Law and Order Committee are two examples. In addition, the state is moving more into the use of computers utilizing the knowledge of private industry as well as government. We have held several very productive management seminars with heads of state agencies and departments. These seminars have sought to bring about closer cooperation and better business practices. Others are planned.

In pointing to what has been accomplished in the enhancement of good governmental operations, I should add that we have acted with imagination, yes, but we have looked carefully before leaping. This is essential if progress is to be sound and of lasting benefit to the people. To seek the best approach, we have launched broad studies of higher education, the public schools, the park and recreation needs, economic development, etc. Such studies are necessary for sound improvement.

The state constitution has served North Carolina well. Perhaps as that grand document nears its one hundredth birthday we should, however, consider revising or even rewriting it. Two major attempts at revision—in 1933 and 1959—resulted in only piecemeal amending. Actually, the constitution has an average of more than one amendment for each year of its life and that does not include those which failed to gain public approval.

The problem was stated by the constitutional commission in 1959 in this manner:

> The frequent patching of North Carolina's Constitution by item amendments has resulted in inconsistency and obscurity; some provisions have become obsolete. . . . Provisions have been inserted without regard to internal organization of the document; shortcuts have sometimes been taken to avoid amending more than one section when two or three

should have been amended; transitional provisions accompanying amendments are long out of date.[184]

Let me again emphasize that I believe North Carolina today has a very strong and very responsible government. It has served well and will continue to do so with administrative or legislative alterations in structure from time to time. Even as we have recently reviewed our judicial system, however, so too should the entire structure of state government be studied.

I urge officials of the North Carolina bar to consider the appointment of a committee to review the state constitution in light of present and future demands upon state government. I should ask that the results of the study and any recommendations be made available to the members of the General Assembly, to the administration then in office, and to the people. This study could be a most worthwhile contribution of the North Carolina bar and a fitting sequel to the study of the court system.

GOVERNOR'S CONFERENCE ON ECONOMIC DEVELOPMENT: A SALUTE TO NORTH CAROLINA INDUSTRY

RALEIGH

November 9, 1967

Representatives in attendance at the Governor's Conference on Economic Development had come from organizations which had "helped make North Carolina the great state that it is today," Governor Moore said in his opening remarks. He desired to share thoughts on ways of accelerating the rate of economic development. Prosperity resulted from the partnership of government with the private enterprise system; the success of this approach was evidenced by the investment in new and expanded industry of $1,645,325,000 during the previous two years and ten months. New job opportunities, growth in state services, and other measures of achievement were not to be overlooked, but the fact remained that North Carolina still had

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[184] "Historical Development of North Carolina's Constitution," in *Report of the North Carolina Constitutional Commission* (Raleigh: [State of North Carolina], 1959), 2-3.

Ground-breakings, anniversaries, dedications—all were common to the governor in his crowded schedule. Here he is shown at commemoration ceremonies and luncheon of Anaconda Wire and Cable Company, Tarboro, November 1, 1967. (Photograph by Clay Nolen, Department of Conservation and Development.)

one of the lowest per capita incomes in the country, with many unemployed, many unskilled. The population movement from rural to urban areas was also a factor important in the future of the state. Moore said his administration was devoted to the philosophy of partnership between government and private enterprise. The formulation of a sound economic development policy had been the function of the Council for Economic Development, named earlier in the year; and its advisory committee was made up of top state officials responsible for development. A special committee of the council was working on a basic study of the state's economy.

Reference to two comprehensive studies of education—in higher education and in public school education—led the governor to comment on optimistic statements with regard to the future, and concern would be given to areas needing attention in the field of education. Additional studies under way would help make North Carolina a better and more profitable place to live. Governor Moore referred to consideration being given such ideas as the separation of the functions of the Department of Conservation and Development, the state's road system and its development, and other relevant matters by special study commissions. State government itself, said the governor, needed constant study. The 1868 constitution, which should be reexamined, was being studied by a special committee which would make a report and recommendations. These and other matters of interest were touched on by the chief executive as he urged North Carolina companies to look to the future, to engage in research, to provide continuing education for their employees, to look first to their own communities in seeking sites for expansion. Governor Moore called on his audience—"our industrial family—to be a partner to state government, for "If, in mutual trust, we work together; there is almost no limit to what we can accomplish."

ADVISORY COMMITTEE ON STATE TECHNICAL SERVICES

RALEIGH

November 20, 1967

As he often did during his administration, Governor Moore emphasized the partnership between government and private enterprise in the remarks he made at this meeting held in the Raleigh City Club. The chief executive cited the Advisory Council for the North Carolina Technical Services Program as an excellent example "of the partnership for progress concept in action." Insight into the needs of industry helped guide the program; consequently, North Carolina industry had scientific and technological information made available through two information centers: the Science and Technology Research Center in the Research Triangle Park and the D. H. Hill Library at North Carolina State University in Raleigh. The latter worked closely with the Industrial Extension Service as it continued its program of field liaison work. The Technical Services Program afforded reason for pride, but Moore reminded his audience of the necessity of looking to the future and for opportunities for greater service. He ended with these statements: "Look at the recommendations in light of past successes and of future needs of North Carolina industry. We must now make every effort to provide a sound program beneficial to commerce and industry. Your decisions will help strengthen the partnership for progress program so essential to North Carolina's sound economic development."

GOVERNOR MOREHEAD SCHOOL

RALEIGH

November 30, 1967

Hundreds of deaf, blind, and partially blind citizens of North Carolina had been educated at the two campuses of the Governor Morehead School; and Governor Moore paid tribute to those who had shown their concern for others by providing for these handicapped young people, a group which worked but often failed to receive deserved public acclaim. He quoted Governor John Motley Morehead, who had advocated education and training for these individuals so as to enable them to be self-supporting and to enjoy life. The capacities of students who attended the Governor Morehead School were developed to the fullest, with the result that the great majority became responsible, self-supporting citizens of North Carolina. The graduates were commended for their continuing interest in and support of the school, one of the largest and one of the outstanding institutions of its kind. The key to its achievements could be found in the teachers, administrators, staff people, and directors who played an important role in the overall operation. The board of directors was commended; the chief engineer and his staff who operated the physical plant were thanked; and the superintendent for the preceding twenty-two and a half years, Mr. Egbert N. Peeler,[185] was praised by the governor. The success Mr. Peeler had with the General Assembly over the years was adequate testimony to his competency, and the governor paid tribute to him and to Mr. Jesse Penny, the engineer, as they entered into retirement. He expressed confidence in a future for the Governor Morehead School which would "be fulfilled with the same dedication and determination" that had been shown by Mr. Peeler and Mr. Penny.

DEDICATION OF A PORTION OF INTERSTATE 95

GOLDROCK

December 1, 1967

In speaking at the dedication of a portion of Interstate 95, Governor Moore referred to the weeks and months of planning required for an undertaking the magnitude of a highway. Total cost represented in the portion dedicated on December 1 was $17.3 million in state and federal funds. This project saw the completion of approximately 64 percent, or 115 miles, of a total of 182 miles of Interstate 95 in North Carolina. Good roads were a prime goal of the Moore administration, during which time about a thousand miles of new and improved roads were annually added to the system. Frozen federal funds had caused delays; efforts to obtain additional federal consideration in the interstate system had been denied; but the $300 million road bond issue, which provided for the expenditure of funds over a five-year period, had led to optimism in the highway program. Contracts being let in 1967 approached $140 million. Moore called attention to the need for a program for eastern North Carolina comparable to the Appalachian program in the western counties; the state had joined with South Carolina and Georgia in forming the Coastal Plains Regional Development Commission, and plans for development included highway plans.

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[185] Egbert Noll Peeler (1903-   ), educator from Raleigh; A.B., Heidelberg College; A.M., University of North Carolina, Chapel Hill; former school principal and administrator; director of Division of Textbooks, State Department of Education, prior to assuming duties as superintendent of the State School for the Blind [Governor Morehead School]. Powell, *North Carolina Lives*, 960.

To make a study of highway needs, the governor announced appointees to serve on a blue-ribbon Highway Study Commission; the study would be part of the overall review of economic development potential which was being made by the Governor's Economic Development Council. Working with the governor in establishing the new commission had been the executive committee of the council. He requested the group to look at both the system of four-lane highways connecting the ports with commercial and industrial centers and at means of developing safer highways. Matters of financing, problems of urban growth, and the relationship of the highway commission with local and federal agencies were additional problems to be considered by the commission.

THIRTEENTH ANNUAL DENTAL SEMINAR AND DENTAL FOUNDATION LUNCHEON

CHAPEL HILL

December 6, 1967

Tribute was paid by Governor Moore to the group which was "accomplishing so much in many areas to improve North Carolina." The Dental School of the University of North Carolina, the Dental Foundation of North Carolina, and the State Dental Society were entwined, and the dentists had helped prove the validity of the concept of "a better way of life for every man, woman, and child in North Carolina" when they worked to convince the 1949 General Assembly of the need of a school of dentistry in the state. The dentists then formed the Dental Foundation of North Carolina, which gave support to the new school and raised $100,000 to develop a center of dental education and research. The United States Public Health Service also supported the research center. In 1962 the USPHS offered about half a million dollars for a Dental Research Center in Chapel Hill; additional matching money was raised through efforts of the dental society and the foundation plus the efforts of dentists working throughout the state. The university provided needed supplementary money, and the Dental Research Center was dedicated in the fall of 1967. These accomplishments meant more dentists and better methods of treatment for the people; the Dental Research Center was "unique in the South and gives North Carolina greater opportunity to serve others." The governor, calling the center of dentistry "a new beginning for greater service and the new level of development" predicted that it would continue to grow and develop in service to the people of North Carolina and the Southeast.

STATE GOVERNMENT MANAGEMENT CONFERENCE

RALEIGH

December 11, 12, 13, 1967

[The final meeting of a three-day series of management conferences, similar to those held periodically since Governor Moore took office, was held on December 13, 1967. The conferences were termed "large staff meetings." Assisting the governor in the presentation of information were Director of Administration Wayne Corpening, State Personnel Officer Claude Caldwell, State Budget Officer G. A. Jones, Jr., and State Property Control Officer Frank B. Turner. Heads of state agencies, institutions, and departments were urged to ask questions and offer suggestions for improving state government. All three conferences were held in the Governor's Conference Room of the State Administration Building.]

I appreciate your coming to this State Government Management Conference. This is another in the series of governmental "family meetings which have been conducted during my administration. In the session today, as in previous ones, we shall discuss various ideas for strengthening the efficiency, the effectiveness, and the economy of the government of the people of North Carolina.

If this session has a theme, I expect it is: "How to Avoid the Pitfalls of Prosperity and Progress."

This theme is not as far fetched as you may initially think. Not too many years ago—some of you older people might be able to remember it—government was viewed by some as a caretaker operation. A group of dedicated people, small by today's standards, did the best they could with the relatively meager means furnished them. In view of the times, government generally did an outstanding job in serving the needs of the people.

Government has changed rapidly in recent years, however. We talk of the growth of the federal government, but state governments collectively have expanded their services faster than Washington has increased its domestic programs. This in itself is evidence of the states' awareness of the opportunities of the times, and their willingness to make the giant strides necessary to fulfill their responsibilities to the people in a period of growth and general prosperity.

Witness our situation in North Carolina in the last decade or two. The scope and commitment of governmental services to the people have been increased by each succeeding General Assembly. The most recent appropriated $2.7 billion for use during the present biennium. As in past bienniums, virtually every area of governmental service received added resources for strengthening and further development of programs.

With each expansion or extension of state services authorized by the General Assembly, there is a need for more highly qualified and specialized employees. But of more importance than the number, however, are the increasing varieties of knowledge and training being called for and utilized in the sound progression of modern government.

The size of the budget and the number of state employees at work today are the results of the progress and the prosperity of North Carolina. They are not the signs of overabundance or the signal for carelessness, however. Rather, they—the budget and the state employees—are examples of the recognition of the public awareness of opportunities and responsibilities for greater and more beneficial services to our people.

My point of emphasis today is the obligation which all of us have in the areas of state employees and state money. Under the provisions of the Executive Budget Act and the State Personnel Act, the first responsibility is mine, as governor of the state. Our total effectiveness in the utilization of these resources, however, is dependent upon your support of our procedures and the manner in which you do your job.

This morning officials of the Department of Administration and the State Personnel Department will discuss various management procedures designed to improve the effectiveness, efficiency, and economy of state government. I also would like to hear your ideas and your suggestions as to how we can improve the management functions of your department, agency, or institution.

First, however, I should like to talk with you concerning certain steps to improve management within our governmental family.

In the area of budgeting, there is a growing need for greater clarification, explanation, and simplification. Some difficulty has been experienced in providing legislators with sufficient information regarding programs and purposes which underlie budget items. For instance, what one agency means by "travel" may be different from the definition assigned it by another. With increasing demands for limited state funds, there is a need for greater planning and the establishment of program priorities.

A great deal of attention has been given to planning during my administration. You are aware of the work the State Planning Task Force Division of the Department of Administration, and of the various studies of state services now under way. These include education, higher education, economic development, parks and recreation, highways, etc. As a result of these combined efforts, I believe we will have the basis for sound planning of governmental functions during the next decade and beyond.

Of course, in our efforts to plan for the years ahead, it is essential that we know the objectives of your present programs and your views of the future potentials of your agency, department, or institution. In other words, your long-range objectives, as well as your short-range objectives, are necessary if accurate and complete information on state government operations is to be provided the Advisory Budget Commission and the General Assembly.

To assist in the accumulation of this information, I have directed the Department of Administration to prepare instructions for the defining of present programs and future objectives. These instructions will be sent to you shortly. The information as to what should be done in your area of service to the people must be available by June, 1968, when the Advisory Budget Commission and I will begin consideration of "B" and "C" budget requests. This information will be a tremendous asset to me and the commission and eventually to the General Assembly.

I emphasize again that there will be in the immediate future more than sufficient demands for available state revenues. There may have been times in the past when every area of state government was completely satisfied with an approved budget. I do not think it will happen again in our lifetime, however, and certainly it will not in the foreseeable future. To utilize available funds in the growth period confronting North Carolina in the best way, it is essential that all the information be available to those responsible for future planning and for implementation of short-range programs.

The attracting and the wise utilization of qualified people is another matter of growing importance in the operation of state government. Virtually every aspect of government is expanding and work is becoming more technical and demanding. It would be difficult under these circumstances to find enough qualified people to meet the growing demand for employees. In addition, however, we must compete with the demands of a rapidly growing private economy. True, more people are in the labor market than before, but the demands for services are increasing at the most rapid rate in history.

Although money is not the only factor in finding and keeping good people in government, salaries are of prime importance. Recognizing this, I recommended substantial pay increases for state employees to both the 1965 and 1967 general assemblies. These included a 10 percent across-the-board raise for employees under the Personnel Act in 1965 and an additional 6 percent in 1967. The legislatures approved my requests in this area and this has allowed government to remain competitive in most areas with private business.

Even with the across-the-board increases, there remains a definite need for adjusting upward the salaries paid certain classifications of unskilled and semiskilled employees. In October, the State Personnel Board and I approved adjustments averaging 5 percent for roughly one third of the employees—those in the lower classifications—under the Personnel Act. Ways are being sought to give salary adjustments within the revised ranges to those employees who deserve special consideration on the basis of their performance and length of service.

The cost of manpower is clearly rising and this price increase will have to be met largely through economies and retrenchment which you can make in the operation of your various programs. I request that you examine this possibility as you work with the State Personnel Department and the Budget Division in reaching suitable management decisions regarding employment.

If an acute emergency involving salaries for critical personnel arises in your agency, department, or institution, it should immediately be called to the attention of the state personnel director. He will make a thorough study and, if he concurs that an acute emergency does exist, then the head of your governmental unit should contact the budget officer and the director of administration for assistance. These special cases will be given careful attention in view of the fact that the total cash salary requirements requested may not exceed the availability of funds.

A critical need of government is the development of good management ability. The General Assembly, at my request, appropriated $50,000 for a program of management development and training. The State Personnel Board has moved ahead with this project. Dr. Lester Zerfoss,[186] a member of the board, has been instrumental in developing the details of the program, and he will discuss it with you this morning. I feel the program will be of immeasurable benefit to state government in the years ahead in strengthening management capabilities.

There are two other matters I want to call to your attention. The first concerns the proper use of state automobiles. I request you call to the attention of any of your people utilizing these vehicles the state's rules and regulations governing their use. The cars are for business purposes only and are not for personal use under any circumstances. As you know, I have put special emphasis on traffic safety. I am counting on you and all state employees to be an example for all citizens. The Highway Patrol has been directed to enforce the law firmly and fairly, and this most definitely applies to all who utilize state-owned vehicles.

I also request you to call to the attention of employees under your jurisdiction the law, enacted at my request, concerning political activity by state personnel.[187] In brief, it states that no state employee can engage in political activity while on duty, use his position or state property in behalf of any candidate, or encourage or coerce any other employee to support any candidate, issue, or party. The law is very clear and you should familiarize yourself with its particulars.

Again, I appreciate your being here for this State Government Management Conference. You and your counterparts in other agencies, departments, and institutions have contributed substantially to the habit of good government in North Carolina. I thank you for your past work and accomplishments. And I thank you for your willingness and your interest in the continual review and, when necessary, the updating of management procedures better to serve the people of North Carolina.

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[186] Lester F. Zerfoss (1903-), native of Pennsylvania; from Hendersonville; B.S., M.Ed., and Ph.D., Pennsylvania State; director of management services for American Enka Corporation; active in civic and educational affairs. News release of Governor Moore, July 14, 1965.

[187] *Session Laws, 1967*, c. 821.

YEAR-END REPORT TO THE PEOPLE OF NORTH CAROLINA

December 29, 1967

[The year 1967 saw much in the way of progress in North Carolina, and Governor Moore took occasion to summarize for the citizens the good things which had come to the state during the preceding twelve months. Though much had been accomplished, much remained to be done, and the governor promised a continuation of his positive program during 1968, the last year of his administration. The report was given by means of a news conference, held in the State Administration Building, which was attended by representatives of all news media.]

My fellow North Carolinians:

Another year of record advancement and development is ending in our state. In reviewing these last twelve months, I have been most impressed with the manner in which your state government has encouraged, assisted, and paved the way toward providing even greater opportunities for all who live in North Carolina. I am aware and appreciative of the fact that the state's total effort is but a reflection of the activity and the interest of the people.

The year 1967 has been one of building upon the solid foundations of the past; it has been a year of emergence for North Carolina. Long-sought goals have been realized, and our sights have been shifted to greater goals. We have faced the complex problems of social and economic change, not in a haphazard manner, but with deliberation and determination. In 1967 we have looked ahead to the North Carolina of the next decade to plan for greater utilization of our resources.

Our population passed the five million mark in the early fall. Our economy continued to expand, causing more North Carolinians to be gainfully employed than ever before. Nonfarm employment reached a record high of nearly 1.6 million in November. Another 800,000 were employed in agriculture. Wages continued to climb. During the first half of 1967, wages and salaries for workers covered by unemployment insurance increased more than 9 percent. While figures are not available, I believe our per capita income increased substantially during the year.

This economic growth has brought new advantages within the reach of more of our people. New homes are in evidence throughout the state and automobiles are in abundance everywhere. In our thirty-six cities of over 10,000 population, construction permits through November exceeded $409 million, up nearly 4 percent. Another 33,000 rural consumers joined REA programs. Some 121,000 of our people installed telephones from investor-owned utilities. Another 18,000 became gas customers, and there were 47,000 new electric customers.

The strength and vitality of our private economy is reflected in the operating programs of the 160 state agencies, departments, and institutions. Recognizing the tremendous potentials of these times, my administration proposed a most ambitious and forward-looking program to the General Assembly when it convened in February. The legislators were equal to the challenges presented them and enacted into law a program of service to the people unsurpassed in the history of North Carolina.

The budget provided for the biennium, which began July 1, totaled more than $2.7 billion. This money—provided largely through your income, sales, and gasoline taxes—is being utilized for services which benefit in numerous ways every North Carolina family. In addition, it is providing greater individual opportunities for any citizen who will take advantage of them, greater care for the needy and infirm, and greater hope for a better tomorrow for all through adequate planning and preparation today.

The year 1967 was one of special significance in the broad area of state-supported education. Salary increases and other general improvements were made on all levels. Fall enrollment in the public schools totaled nearly 1.2 million students, an increase of nearly 10,000. Some 52,853 professional staff members were at work, an increase of 1,800 over the last school year. North Carolina this year became one of the first states to provide free textbooks for all students. Trends toward consolidation and accreditation continued, and educational opportunities were strengthened for all.

Seven new institutions were added to the community college system, bringing the total number to fifty. Better than 85 percent of our population is now within commuting distance of one of these institutions. More than 166,000 of our people took advantage of the programs offered in the school year which ended with the summer quarter. Provision has been made for expansion of the programs offered at these institutions, and rapid growth can be expected. There is opportunity within this system for any who will take advantage of it.

The emphasis on higher education has continued. The state increased its commitment to the sixteen tax-supported senior institutions and emphasized the strengthening of the traditionally Negro colleges. The General Assembly created a system of four regional universities and reemphasized the coordinating role of the Board of Higher Education. The State Educational Assistance Authority made available this fall an additional $1 million in student loans and aided over 1,700 North Carolinians.

The importance of educational review and planning for the proper utilization of state resources was given added recognition in 1967. A Study Commission on the Public School System was formed and immediately initiated a comprehensive review of our programs and policies in light of present and future demands. The Board of Higher Education continued its comprehensive study, begun in 1966, of higher education. These two studies will be completed in the coming year, and they will be of monumental importance in providing sound educational opportunities for all North Carolinians in the years ahead.

More people have enjoyed the many scenic, historical, and cultural advantages afforded them in North Carolina. Over two million have visited the twelve state parks this year. Nearly 390,000 have learned more of our history at the state historic sites, while another 100,000 visited the Museum of History here in Raleigh. For the first time, public library services have become available to all citizens through the inauguration of countywide service in the last two of our 100 counties. Construction has proceeded rapidly on the $4 million Archives and History-State Library Building, and occupancy is expected in 1968.

The North Carolina Symphony and the North Carolina Museum of Art have continued to attract national attention in their programs for our people. The Museum of Art celebrated its twentieth anniversary, and its unique Mary Duke Biddle Gallery for the Blind has received international acclaim. A State Art Museum Building Commission has been named to plan and to raise funds for a modern facility suitable to house the state's art collection. In 1967 a study of the arts in North Carolina has been completed, emphasizing means of strengthening programs.

Our concern with providing the best educational and cultural opportunities has not hampered our many programs to improve the health of our people and to provide adequately for the care and treatment of our ill, our handicapped, and our older citizens. Health programs have been expanded and greater state assistance has been given local units. State Board of Health dentists examined 140,000 schoolchildren this year and provided dental care for 26,000. Another 42,000 were referred to private dentists.

The work of the Department of Mental Health was expanded. Special attention was given mental retardation and two pilot community complexes were approved to provide a range of services for mentally retarded children and adults. Increased emphasis was given the treatment of alcoholics. A comprehensive study of the vocational rehabilitation programs has been under way for some months now and progress has been made in greater cooperation between various agencies.

Seven hospital projects, providing 472 additional beds, three mental health centers adding 45 more psychiatric beds in general hospitals, four facilities for the mentally retarded, and one public health center have been approved this year by the Medical Care Commission. The investment totals over $25 million, an increase of 56 percent over the 1966 investment. Among the nine South Atlantic states, North Carolina now ranks second in the number of hospitals and beds. We are twelfth in the nation in the number of hospitals and fifteenth in the number of beds.

A total of 531 blind citizens has been rehabilitated to gainful employment this year. This compares with 465 in 1966. In addition, several thousand other handicapped people have been rehabilitated through the efforts of the Division of Vocational Rehabilitation of the Department of Public Instruction, the Employment Security Commission, and the Committee on Employment of the Handicapped. Many of our 350,000 citizens sixty-five years of age and older are benefiting from the work and programs of the Coordinating Council on Aging. Citizens in fifty-one counties are presently involved in these programs.

The Department of Public Welfare has expanded its work with our older citizens. During this year 89 new adult care homes were licensed, bringing the total to 667. These homes provide services for more than 8,000 older and disabled people. Other programs of the department have been strengthened and average assistance payments have been increased. While case loads have skyrocketed in many other states, the number in North Carolina has been reduced. Some 1,100 fewer people are on public assistance rolls today than there were a year ago.

The Board of Juvenile Correction has strengthened its programs to develop delinquent youth into productive citizens. Completion is expected early next year on a new training school at Butner designed to meet the needs of aggressive and seriously disturbed delinquents. The year 1967 has brought about the most far-reaching changes in the operation of state prisons in the last ninety-nine years. The system now comes under a new State Department of Corrections.

Emphasis has been placed upon the positive correctional functions of the system, public protection through positive rehabilitation, and capital improvements. Work is under way on a mental health facility at Central Prison and a new medium custody center with single rooms for 500 prisoners at Morganton. In addition to progress in rehabilitation, custodial security has been an area of prime concern. Measures have been initiated to reduce escapes and to increase control of problem prisoners; these measures are having the desired effect.

The Board of Paroles, during the first eleven months of this year, has supervised an average of 3,000 parolees. Parole has been granted to nearly 1,700 inmates, revoked for 579, and completed for just over 1,000. Work release certificates have been issued to nearly 1,200 inmates. The Probation Commission, in the same period, has supervised over 17,500 delinquent citizens, an increase of nearly 25 percent. The courts have assigned nearly 8,700 convicted offenders to the care of probation officers. These activities have meant tremendous savings to the taxpayers as well as being advantageous to those placed on parole or on probation.

The state's judiciary has been considerably strengthened during 1967. Occupational exemptions from jury duty have been eliminated making all citizens eligible to serve. A new court of appeals has been created to provide initial appellate review in all cases except life imprisonment and death sentences. Five new superior court judgeships have been authorized to help carry the ever increasing trial load. Uniform district courts have been set up in twenty-two counties and provision has been made for their establishment in sixty-one others next year.

North Carolinians have experienced a growing concern for the proper enforcement of the law and for a climate of harmony and cooperation among all our people. Laws have been enacted to prevent intimidation of any citizen by any other individual or group. Local authorities, who have initial responsibility for law enforcement, have been assisted upon request in investigation and in enforcement by the State Highway Patrol, the State Bureau of Investigation, and the National Guard. The Law and Order Committee has been made a statutory body and an executive director has been appointed. Efforts have been under way by the Law and Order Committee to improve police training and to promote public respect for the law.

The year 1967 has been the most active in the history of the Good Neighbor Council. It has become a statutory agency, increased its operational staff, and expanded its efforts in equal employment programs. Some progress has been made in equal employment in government and private industry, but a greater effort must be made in the year ahead. School integration has proceeded with a minimum of difficulty. About 20 percent of our Negro students are attending predominantly white schools. Thirty-two of our 160 school units have eliminated the dual school system.

While developing greater employment and educational opportunities for all, the state has sought positive means of eliminating conditions that breed frustration and hatred. The problems of urbanization, including recreation, have received attention. Housing, particularly for low and middle income families, has been given some priority. Officials with the State Planning Task Force have worked with private enterprise in developing reasonably priced demonstration homes and with local governments in housing programs. Local housing authorities have increased from fifty-one to more than eighty, and the establishment of public housing is being considered in twelve to fifteen communities.

The highway program has continued at an accelerating pace. Contract awards in 1967 have approached $140 million, an increase of $27.5 million over 1966. The lettings this year have provided for improvements along 88 miles of interstate highway costing $20 million; 991 miles of primary costing $74.6 million; 2,743 miles of secondary costing $22.8 million; and 87.5 miles of urban highway costing $21.9 million. The growing demand for better highways and increasing construction costs have prompted a study of future road needs and methods of financing. A blue-ribbon study committee has been named and is at work.

We have strengthened our traffic safety program. Progress has been made in reducing the rate of deaths on our highways, but still far too many of our citizens have been killed or maimed.

The Highway Patrol has initiated an intensified campaign against speeders and drinking drivers, utilizing modern mechanical VASCAR and Breathalyzer devices. Additional troopers have been put on the highways. More than 17,000 adults completed a driver improvement program sponsored by the Department of Motor Vehicles.

The effectiveness of the inspection program has beer demonstrated by the sharp decrease in defects found during its second year of operation. The creation of the governor's coordinator for traffic safety has been an asset in coordinating the efforts of the Traffic Safety Authority and in working with the federal highway safety program. The Traffic Safety Research Center at Chapel Hill has become recognized for its work. The State Highway Commission has provided over $21 million to begin upgrading hazardous rural highway locations.

Our thoughts and prayers in 1967 have been concerned with the world situation. We have prayed for a peaceful world with opportunity and freedom for men everywhere to determine how they would live. We have been aware of our sons in Vietnam, of their bravery and of their suffering. Of the 600 North Carolinians who have died in Vietnam, more than half have been killed this year. On behalf of all North Carolinians, I have written their families expressing the sympathy of a grateful people.

The Department of Veterans Affairs has assisted the survivors in obtaining the benefits to which they are entitled. Similar assistance has been provided the wounded and injured servicemen who have returned home. The program of scholarships for eligible children of deceased or disabled veterans has been enlarged this year. In 1967 there have been more than 505,000 veterans of our armed services living in North Carolina. Of these, more than 105,000 have received some form of disability compensation.

The North Carolina National Guard has maintained its high state of combat readiness while preparing for orderly reorganization. Army guardsmen on two occasions have assisted local law enforcement agencies in maintaining law and order in riot-type situations. The Air Guard has flown fifty-one flights to all parts of the world, including sixteen to Vietnam, airlifting equipment and supplies. The State Civil Defense Agency has made considerable progress in its programs to provide protection for all citizens under emergency conditions. The State Emergency Operating Center has been completed and is now fully operational.

State government, through various agencies, has continued its efforts to protect the interests of all citizens. The Department of Agriculture has expanded its programs for consumer protection and has strengthened its promotion of North Carolina food products. The Department of Labor has strengthened its industrial safety and other programs. The Department of Insurance has handled numerous claim complaints. It has made financial examinations of 671 insurance companies, 147 state-chartered savings and loan associations, and 99 auto insurance premium finance agencies.

The State Banking Department has continued its efforts to protect the interest of the public and to insure the growth of a strong and progressive banking system. The Utilities Commission and the Rural Electrification Authority have carried forward their programs to provide better services to corporate and individual citizens. The Employment Security Commission has placed 91,100 in jobs during the first eleven months of the year and has stepped up its aid to rural areas and areas of severe unemployment. A Mutual Burial Association Commission has been formed to protect the rights of the more than one million burial association members.

The Board of Alcoholic Control has redistricted the state and reassigned its enforcement personnel better to control and enforce the ABC laws. The passage of the so-called brown-bagging law has resulted in approximately eight hundred establishments applying for and receiving permits. Considerable improvement has been made in the state's election laws during 1967 including loose-leaf registration and a requirement for certification of absentee ballots. The Board of Elections has made every effort to inform all election officials of the changes.

The new Department of Water and Air Resources has continued the excellent work of the Department of Water Resources and the Stream Sanitation Committee. A total of 167 permits has been issued for the construction of waste treatment facilities costing more than $27 million. Ground water investigation and basic data collection have expanded. Civil works projects—including flood control, water supply, and beach protection—have benefited many people. The new department has begun the development of a statewide program of air pollution control.

Hunting and fishing have continued to be of major interest to many of our citizens. The Wildlife Resources Commission has registered over 59,000 boats this year, and a 4,000-acre public hunting area has been acquired in the central part of the state. The Recreation Commission has worked with local governments and other state agencies to develop projects and plans for the future. Work has begun on a comprehensive outdoor recreation plan which will be a guide for future development in this area.

The various conservation divisions of the Department of Conservation and Development have continued their fine work in 1967. An 85-foot exploratory fishing vessel has been acquired, and the program of oyster and shrimp research has been increased. North Carolina has become a member of the Interstate Mining Compact. A State Parks and State Forests Study Commission has initiated a study to consider our future needs and to develop a blueprint for development of our public parks and forests in the years ahead.

In 1967 my administration has continued to recognize that success in providing adequate services for all citizens depends upon the rapid and sound expansion of our private economy. We have continued to emphasize the growth potential of agriculture and industry and the capabilities of our people. Research and technical assistance have remained important phases of state support to private economy. For example, the Board of Science and Technology in the Research Triangle Park has been an asset in advancing some home industries and in attracting new science-based, space-age companies.

Various governmental and private groups interested in agriculture have worked together to find solutions to tobacco-marketing problems and to accelerate the process of mechanization and diversification. In spite of increased production and acreage in some crops, prices paid the farmer have been down while his costs have been up. This has been particularly true for livestock and poultry producers. This year, gross receipts from agricultural commodities are expected about to equal last year's record of $1.3 billion, but the net is expected to fall below the $480 million record set last year.

The record pace of industrial development has continued. Announcements of new plants and expansions to existing ones have averaged better than one per day. Although final tabulations for the year are not yet available from the Department of Conservation and Development, the total amount invested already has substantially exceeded the record $613 million invested in 1966. The number of new jobs provided by these facilities has approached the 25,000 mark with an annual payroll in excess of $100 million. This is an average individual annual salary of about $4,400 or roughly $1,100 more than the similar figure for a decade ago.

This economic growth has been reflected in many ways in addition to the benefits which have accrued to many of our people. The secretary of state has reported that a record 3,220 corporations have been organized through November. Business is up at the state ports at Wilmington and Morehead City, and expansion programs have been under way at both facilities. The state's revenue collections have been up. For the past fiscal year, the Revenue Department has reported General Fund collections to be up 8.8 percent to about $624 million, and Highway Fund collections to be up 7.43 percent to about $202 million.

Development of our resources is a unique opportunity which has received careful attention and study from my administration. An Economic Development Council has been named to formulate sound policies for future growth including manpower training and utilization. The State Planning Task Force Division of the Department of Administration has worked with regional planning programs designed to meet specific needs of areas. The problems and potentials of the Appalachian region and the Piedmont and Coastal Plain areas all have received special attention from Task Force personnel this year.

State government has continued to seek economy and efficiency in its operations. We have held management conferences with top officials of the 160 agencies, departments, and institutions to discuss personnel and budget improvements. State employees subject to the Personnel Act have received a 6 percent salary increase, and some salary adjustments have been made. Retirement programs have been strengthened. A program of management development and training has been initiated. Preparation has been made to convert the present line item budget system to one of planning and programming expenditures of total resources.

The State Capitol Police Force has been organized, and efforts have been initiated to improve the appearance of state property. The North Carolina Capital Building Authority has been established to supervise construction of state buildings. The state has placed under contract 179 construction projects at a cost of more than $55 million, and it has purchased 35 parcels of property at a cost of less than $1 million. Some 2,149 legal advertisements have been placed for bids on items purchased under state contract. The sale of surplus state property has brought into the treasury about $7 million. To perform better the responsibilities of his office, the state auditor has opened offices in five cities.

All in all, North Carolinians in 1967 have continued to share in the benefits of progressive and responsible state government. The implementation of new ideas and increased financial support have brought about improvements in every area of state service to our people. Still North Carolina has one of the lowest per capita state and local tax burdens in the nation. While half the states have raised taxes this year, we have provided tax relief for dependents, those in institutions of higher learning, our older citizens, and service personnel in combat zones.

North Carolinians can be proud of the development of our economy and the sound expansion of the many state programs in 1967. Certainly, I am pleased with this record and I am appreciative of contributions which so many have made to bring about this progress. But we are not satisfied and we must not be complacent in the year ahead. There is much that remains to be done and we have the opportunity and the ability to move ahead in 1968. I again ask all North Carolinians to join with me in building upon our past accomplishments to the end that every citizen has within his reach the means for a better and more satisfying life.

DEDICATION OF THE UNIVERSITY RESEARCH PARK

CHARLOTTE

January 11, 1968

The governor's first dedication speech in 1968 was held in Charlotte when the University Research Park, called by Governor Moore "a reflection of the fine leadership and the potential for service of the University of North Carolina at Charlotte," was formally presented. The park was an expression of confidence in the future of the university and a tribute to its growth and accomplishments. Its location next to the school was an omen of mutual advantageous cooperation: the university would be able to offer the advantages of its library, academic discussions and seminars, and perhaps the help of faculty members as industrial consultants; in turn, experts from industry could well become special instructors and could make research laboratories available to students. The two institutions would inevitably grow and flourish side by side.

Governor Moore commented on the role played by private enterprise in the development of the University Research Park, Inc. Local banks and businesses had established the park as a non-profit corporation; profits above the amount needed for expenses and improvement of the facility would go to the University of North Carolina at Charlotte or to other educational institutions.

The first corporation to become a tenant of the new research park was Collins and Aikman, a company which already had nine plants in the state. It was welcomed by the governor. The cooperative efforts of those involved in the University Research Park were a means of showing what the governor's concept of total development was all about. Continued interest and support of the state was pledged to those involved in the endeavor, and Governor Moore expressed confidence that the activities under way at the park would "be instrumental in the further sound development of the Charlotte area and all of North Carolina."

NORTH CAROLINA TRAFFIC SAFETY COUNCIL BOARD OF DIRECTORS

RALEIGH

January 13, 1968

The trend in traffic safety during the preceding few months had been encouraging, and the governor hastened to thank the North Carolina Traffic Safety Council for its continuing support in efforts to curb death and destruction. He thought the state was "beginning to emerge from the long dark night of increasing slaughter in motor vehicle accidents. Our efforts in enforcement, in education, and in engineering are beginning to produce the results we envisioned nearly three years ago." Though the achievements were based on official action, public support had been essential; the council and its president, Bob Holding, were commended by Moore. He reminded the directors of the cruciality of the months to come and of the need to develop all aspects of the program to a greater degree. The role of the North Carolina Traffic Safety Council would continue to be important. Though state agencies had assumed many activities in the field of highway safety, and the North Carolina Traffic Safety Authority had been made a statutory body by the 1967 General Assembly, the significance of the council, which worked with the public, could not be replaced by any governmental body. Council members were called on to assist the governor by giving him suggestions, criticisms, and ideas which might help save lives. Governor Moore expressed appreciation for work of the council of the past and looked forward to a continuing association in the future.

DEDICATION OF THE CHAPEL OF THE NAMELESS WOMAN

RALEIGH

January 14, 1968

In accepting the keys to the Chapel of the Nameless Woman at the Correctional Center for Women the governor remembered a visit to the center several years earlier, an occasion which he recalled vividly. He said he and Mrs. Moore had at that time felt concern because there was no chapel, that they discussed the need for all people "to have a place where they could go to be alone and worship God." Others had the same thoughts, and an anonymous note with two one-dollar bills attached arrived in October, 1963. This money was the start of an earnest campaign by the staff and interested women to raise the needed funds. No state funds were used; the women at the correctional center gave freely of their devotion and work, and through their money-making projects and personal contributions raised about ten thousand dollars of the needed amount. The Chapel of the Nameless Woman, said Governor Moore, "symbolizes the answer to many prayers. It represents the hopes and dreams of a better future for those for whom the past has held disappointment."

GOVERNOR'S CONFERENCE ON HEALTH

RALEIGH

January 25, 1968

[A major consideration of Governor Moore in his total development goal was that of health. Many North Carolinians needed adequate medical care, and in the course of this conference the governor announced appointment of an advisory council to assist the Office of Comprehensive Health Planning. Copies of the proceedings of the conference were distributed to leaders in community health programs, and in his accompanying letter, Moore stated that "the effective delivery of comprehensive health services is dependent upon sound, long-range planning regarding health manpower, health facilities, and the organization of needed services at the community level."]

Thank you for coming today for this Conference on Health. I believe that this meeting will be a landmark in North Carolina's continuing effort to protect the health of its people and to provide adequately for the care and treatment of its sick and infirm. The public and private health-oriented organizations represented at this conference have cooperated through the years to provide for improvements in health care programs for the people of this state.

In one sense, we have every reason to be thankful for the progress made in recent years in protecting the health of the people. Considerable gains are evident within our own lifetimes. Sanitation, once a major health concern, now is taken almost for granted. Many of the serious communicable diseases have been conquered. Medical treatment and hospital facilities have improved considerably and are readily available to most of the people; the expected life-span of man has increased by almost twenty years.

In another sense, however, it is most evident that we cannot become complacent. Infant mortality rates in the United States are substantially higher than in many other advanced countries, and the rates in this state are among the highest in this country. Rejection of North Carolina military inductees for health reasons occurs with greater frequency than in many other states. The costs of medical care continue to climb adding increased hardship to many in need.

The purpose of this conference is to focus attention on these and other medical and health problems. I also want to report to you of our efforts to promote, protect, and conserve the health of the citizens—an essential factor in the total development of North Carolina. I want to ask for your support and your help in a new effort to coordinate the utilization of health resources to the end that every man, woman, and child in this state has the finest in health care.

Of course, concern for the health of the people is nothing new for us. North Carolina pioneered in the better health movement during the 1940s and has never ceased its efforts to improve services. Under the leadership of the State Board of Health, an excellent system of local public health services has been developed.

During this biennium a total of $800,000 was made available in state aid to local health departments. At the state level new programs are being implemented which will insure quality care in the transportation of the sick and injured and in genetic counseling. Existing programs for the control of salt marsh mosquitoes, for the inspection of food and lodging establishments, and for the dental care program were strengthened.

The fine system of local hospitals is a credit to many people who worked on the local, state, and federal levels under the coordination of the North Carolina Medical Care Commission.

North Carolina now ranks twelfth from the top among states in the number of hospitals and fifteenth in the number of hospital beds. The state ranks seventh in the nation in the number of hospital beds constructed and third in the number of public health centers developed under the cooperative financing program.

North Carolina has at Chapel Hill the only state-supported medical center in the South with major professional schools for medicine, dentistry, nursing, public health, and pharmacy.

A total of 271 students is preparing for health careers at Chapel Hill and other medical centers under state scholarships for medical and paramedical studies. Over one hundred communities have benefited by the services of students receiving these state scholarships.

Our system of mental health services, developed under the direction of the State Board of Mental Health, is recognized as being one of the finest in the country and is providing a pattern for other states.

Appropriations for mental health are at an all-time high this biennium with a total of $110 million going to provide care in the state mental hospitals and community mental health programs. Cost accounting programs have been implemented in the psychiatric hospitals; and programs for alcoholism, mental retardation, and for prisoners in the state corrections system have been supported vigorously.

Even with the assistance of the Medicaid program, many states do not yet provide the health services to welfare recipients as does the State Board of Public Welfare.

During the past year payments to hospitals for the care of indigent patients were increased and rate increases were made for domiciliary and nursing home care for adult welfare recipients. The department is actively supporting cooperative programs in family planning throughout the state. Overall at least eleven hundred fewer persons are on public assistance rolls today than there were a year ago. The state is presently moving ahead with detailed advanced planning for the provision of better medical services to this decreasing group through the implementation of Title XIX of the Social Security Act.

The Vocational Rehabilitation Division of the Department of Public Instruction is nationally recognized for its rehabilitation programs. We believe that a comprehensive study presently under way will bring about further improvements in vocational training for the handicapped. Environmental health continues to receive special attention from the Department of Air and Water Resources, the State Board of Health, the Department of Agriculture, and other agencies.

The Medical Division of the Commission for the Blind has increased and expanded its medical eye services, and last year 531 persons were rehabilitated to gainful employment by this agency. This represents an increase of 75 over the previous year.

The biennial budget approved by the 1967 General Assembly provided expenditures totaling over $124 million for health and hospitals. In addition, sizable state allocations for health-related programs were provided for welfare, education, public safety, correction, and other special areas. Some forty-five state agencies are involved. The total expenditure of state government in the health care field during the present biennium will be more than $150 million. This represents a sizable increase over similar expenditures for the last biennium, and demonstrates the commitment of the state to providing for the health care of its citizens.

These state programs and others which I have not mentioned complement a network of health services provided by private organizations, voluntary health agencies, and many, many dedicated individuals. Certainly, without this total effort, the five million people of North Carolina would not have the health and the medical well-being that they do today.

It is evident, however, that we in North Carolina have a great opportunity to move forward rapidly in providing better health and medical services. Tremendous advancements are being made. All may not be as dramatic as the recent heart transplants, but all are important to better health and longer life. The people of this state deserve the advantages that modern science and concern can provide. While we cannot disregard the costs, we must not let them overshadow our purpose.

These same factors, of course, are applicable to other state services. It was this broad concern for greater coordination of state resources and better utilization of federal and state funds that led to my creating the State Planning Task Force early in this administration. It is significant that one of the first studies undertaken by the Task Force dealt with state health services. This initial work by the Task Force, in effect, gave North Carolina a head start in health planning for the future.

We were ready to move ahead when Congress enacted legislation providing for comprehensive health planning, Public Law 89-749. I designated the director of the Department of Administration as the state official to work in implementing this legislation. He, in turn, established an office of health planning which could function in close liaison with the State Planning Task Force and other state agencies. Dr. Charles Cameron[188] of the School of Public Health at the University of North Carolina at Chapel Hill was granted a leave of absence to become the director of the Office of Comprehensive Health Planning.

To assist Dr. Cameron in the designing of a preliminary plan for planning, the Technical Committee on State Health Planning and Health Services was established. It consisted of the heads of the Departments of Health, Mental Health, Welfare, Public Instruction, and Personnel; the Medical Care Commission; the

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[188] Charles Metz Cameron, Jr. (1923-), physician from Chapel Hill; educated, Universities of Tennessee and Kentucky; M.D., Vanderbilt; M.P.H., University of North Carolina, Chapel Hill; public health administrative and teaching positions; World War II veteran; member of U.S. Public Health Service reserves with rank of surgeon (lieutenant commander); professor of public health administration, University of North Carolina at Chapel Hill. Powell, *North Carolina Lives*, 208; *Record of the University of North Carolina at Chapel Hill, 1966-1967* (Chapel Hill: University of North Carolina Press [1967], 470.

State Planning Task Force; and the Division of Health Sciences of the University of North Carolina. Its plan of study was submitted to the Public Health Service in the fall and was approved October 31, 1967.

The Office of Comprehensive Health Planning has moved ahead in preparing to initiate the program of study and planning. To advise and assist the office in its work, I am pleased today to announce the appointment of an advisory council which, by law, includes a majority of consumers of health services as well as representatives of the major health interests of the state.

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[At this point, the governor named members of the council. For a list of members, see pp. 810-811.]

I am pleased to appoint Mr. John A. McMahon[189] as chairman, and Mrs. Phebe H. Emmons[190] as vice-chairman.

These members of this advisory council have assumed a most important responsibility. Their duties include:

Advising the governor, the Department of Administration, and the Office of Comprehensive Health Planning in the conduct of a comprehensive planning program for health.

Assisting the Office of Comprehensive Health Planning in the identification of problems, needs, and developments both within the state and elsewhere which relate to our efforts to provide comprehensive health services to the citizens of North Carolina.

Recommending to the governor, the General Assembly, the various boards and commissions dealing with health-related programs, and private and public organizations courses of action relating to the health needs and resources of the state.

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[189] John Alexander McMahon (1921-), lawyer from Chapel Hill; A.B., Duke; LL.B., Harvard; World War II veteran; former professor of public law and government, Institute of Government, University of North Carolina at Chapel Hill; former general counsel for Association of County Commissioners; more recently president, Blue Cross-Blue Shield. Powell, *North Carolina Lives*, 814; Jaques Cattell (ed.), *Directory of American Scholars: A Biographical Directory* (New York: R. R. Bowker Co., Third Edition, 1957), 481, hereinafter cited as Cattell, *Directory of American Scholars*, Third Edition.

[190] Phebe Harlan Emmons (Mrs.), educator from Raleigh; graduate, Flora MacDonald College; A.M., East Carolina; public school teacher; active in affairs of North Carolina Education Association, becoming director of professional services and student programs in July, 1965; elected in March, 1967, to two-year term as president of North Carolina Council of Women's Organizations. Information furnished by Mrs. Emmons, July 7, 1969.

Facilitating communication and cooperation among agencies, organizations, professions, and the public in the cause of better personal and environmental health for North Carolinians.

The work of this advisory council will be instrumental in the development of a state comprehensive health plan under the provisions of Public Law 89-749—the Partnership for Health amendments to the Public Health Service Act. An award of $67,000 has been made to finance the initial steps for this fiscal year. The comprehensive study plan for health services in North Carolina is designed to serve four major purposes.

1. It will provide for a comprehensive and coordinated approach to health planning with emphasis on the long-range investments which the state must make in such areas as health manpower, health facilities, and in the financing of health services. The study will help identify the underlaps and overlaps in the current spectrum of health services available in North Carolina.
2. It will provide access to the health planning process for consumers as well as a wide range of providers of health care.
3. It will provide for a new and more effective relationship among health and health-related groups.
4. It will provide for a strengthening of state and local decision-making in the health field through the comprehensive approach to health planning and through greater flexibility provided under the grant programs.

In addition, this approach to comprehensive health planning will facilitate the coordination of work by the various state agencies now active in the health care field with each other and with the numerous agencies in the private sector. It will also improve the communication between health planners and those with responsibilities in other areas essential to the total development of our abundant resources in North Carolina.

There is much to be considered by this advisory council. As I indicated earlier, vast progress is evident in health and medicine, but there is a definite need for greater effort in many areas. There is often a gap between the potential for modern health care and the practice. Unfortunately, not all citizens have the means or even the initiative to obtain good health care. Costs are increasing, medical and health manpower is more difficult to find, and adequate medical services are not readily available to all citizens. One of the early and high priorities facing this council is a definition and projection of health manpower needs in order that the educational institutions in this state can make plans to fulfill these needs.

Study needs to be given the availability of health services in our less populated areas, particularly in the East and the West. Deficiencies must be identified and recommendations made for their correction. The growing metropolitan areas have special problems which must be given attention. The complexity of agencies and services for health care often is confusing and difficult for the would-be consumer to identify. Clarification and simplification are necessary.

Attention must be paid to the need for home health services, rehabilitation facilities, nursing homes, and other services for the aged and chronically ill. Special services for school-age children and emergency medical services for people injured in accidents must be given consideration. Increasing costs will mean increasing problems for the low wage earner and those on welfare. Ways must be found to insure that all have access to adequate medical care.

There is an urgent need for a coordinated program of recruitment, development, and placement of health manpower. Attention must be given to the distribution of available health manpower to areas of need with emphasis being given to insure its full and proper utilization. The means must be found for a greater exchange of views and greater understanding between the health services consumer and the provider. Programs to minimize and eliminate environmental health hazards must be stepped up.

This advisory council must give careful attention in its planning to insure close coordination and cooperation among all agencies and organizations involved in health services. It is evident from the challenges confronting North Carolina in this area that we cannot afford the luxury of unnecessary duplication. The numerous state agencies involved must join together with a new unity of purpose. The state must work hand in hand with local and federal governments, private health-related organizations, and individuals to get the necessary jobs accomplished.

Ladies and gentlemen, today marks the beginning of a great new effort on the part of North Carolinians to insure the finest in health and medical care for all. It is a massive undertaking. Its size, however, is diminished by its importance. The burden of responsibility for the preparation of this comprehensive health plan for the future is not limited to the advisory council named today. Nor is it limited to the Office of Comprehensive Health Planning and the various state agencies and departments which will contribute.

Success in the planning phase, as in implementation, depends upon the active thought and participation of all concerned with the good health and well-being of their fellowmen. Your assistance, your suggestions, your participation are essential in the development of this comprehensive health plan. We have an opportunity in North Carolina today to move ahead in planning for the attainment of the highest levels of health service for all citizens. With your help, we can succeed in planning and in providing a total health program second to none.

CONFERENCE ON CRIME AND CORRECTIONS IN NORTH CAROLINA

RALEIGH

January 26, 1968

[Under the leadership of Vernon Leland Bounds, director of prisons; William Harris Gibson, director of the State Probation Commission; and Marvin Rhem Wooten, chairman of the Board of Paroles and his fellow members, a pronounced emphasis was placed on rehabilitation in the entire prison system during the Moore administration. The use of parole and probation was increased, as Governor Moore pointed out in this conference on crime and corrections.]

It is an honor for me to be here today to participate in this Conference on Crime and Corrections in North Carolina. I commend Dr. Patrick[191] and the members of the North Carolina Probation Commission for deciding to celebrate the commission's thirtieth anniversary in such an appropriate manner. I especially commend each of you for coming to Raleigh today to take part in such a timely and worthwhile meeting.

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[191] Clarence Hodges Patrick (1907-), sociologist from Winson-Salem; A.B., Wake Forest; B.D., Andover-Newton Theological School; Ph.D., Duke; pastor of several churches; professor of sociology at several colleges; member, Board of Paroles, 1950-1953, chairman, 1953-1956; member of Probation Commission since 1957 and chairman since 1959. Powell, *North Carolina Lives*, 950.

There is increasing concern throughout North Carolina and throughout the nation over the problems of crime. The concern is justifiable. There are far too many criminal acts committed in our towns and counties. Assaults, robberies, murders occur all too frequently. Especially alarming in recent weeks has been the number of bank robberies in this state.

These criminal acts either directly or indirectly affect every citizen of this state. Fortunately, not all are victims of overt crime, but all are potential victims. The increase in criminal acts does affect the attitude of people and blunts the potential for human security and the advancement of society. Crime demands our attention and our action.

My position in this matter is well known. I stated in my inaugural address that the laws of this state and nation would be enforced without fear or favor. This I have attempted to do. In addition, we have sought—through the Governor's Law and Order Committee—to strengthen law enforcement on all levels through emphasis on cooperation, training, etc.

Today I would like to emphasize the important role of corrections in our continuing battle against crime. Law enforcement personnel can apprehend and courts can convict, but our society today is seldom rid of a criminal for more than a few years. The death penalty is rarely used and life sentences are more often than not reduced.

The hope and the goal sought, of course, is that the best in these individuals will win out over their criminal inclinations. The ideal is that they will return to society and become responsible, productive citizens. Yet for the nation as a whole, a substantial percentage of offenders become recidivists. They get out of prison and return to crime and often to more serious crime.

In this light, I believe, the essential role of corrections in our society is more evident. There is often too little concern over the system of corrections. Too few of our people—officials and other leaders included—are aware of what goes on in our prisons, jails, and juvenile training centers. Too few are aware of the work of probation and paroles.

The President's Commission on Law Enforcement and Administration of Justice appropriately noted that corrections "is the part of the criminal justice system that the public sees least of and knows least about." The public mood is to get the criminals off the street and forget about them, but most will sooner or later return home.

A century ago the trend was to institutionalize the misfit and the troublemaker. The idea was to get these people out of the community and, when possible, to forget them. Our institutions were often crowded with the forgotten and consequently the hopeless.

Now the trend is reversing itself. It is generally recognized that such individuals are a part of the community from which they come. If they are sent away, most will eventually return home to resume their activities. In many cases the court now decides that the offense is not serious enough to warrant an active prison sentence.

The problem is to make such individuals want to become decent and law-abiding citizens and then to provide them with the supervision and support they need. Not all offenders can be kept in prison for life and some need never go, but all need help of some form to become productive citizens.

It was an awareness of this fact that led Representative Libby Ward[192] of Craven County to introduce legislation in the 1937 General Assembly providing for a state adult probation system. A similar awareness prompted Governor Clyde Hoey[193] to name to the first Probation Commission such outstanding men as Wilson Warlick,[194] A. A. F. Seawell,[195] Edwin Gill,[196] Clyde

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[192] David Livingstone Ward (1903-), lawyer from New Bern; A.B., University of North Carolina, Chapel Hill; Wake Forest Law School; state representative, 1935-1943, speaker, 1939; state senator, 1945-1949. *North Carolina Manual, 1949*, 421.

[193] Clyde Roark Hoey (1877-1954), lawyer, newspaperman, and governor from Shelby; state representative, 1899, 1901; state senator, 1903; assistant United States attorney for the Western District of North Carolina, 1913-1919; member of Congress, 1919-1921; governor, 1937-1941; United States senator, 1944-1954. *North Carolina Manual, 1949*, 376; Corbitt, *Addresses of Umstead*, 197.

[194] Wilson Warlick (1892-), judge from Newton; B.S., Catawba College; LL.B., University of North Carolina, Chapel Hill; judge, superior court, 1930-1948; United States district judge, Western District, North Carolina, since 1949; World War I veteran; chairman, North Carolina Probation Commission. since 1937. *Who's Who in America*, Vol. 35, p. 2284.

[195] Aaron Ashley Flowers Seawell (1864-1950), lawyer, native of Lee County; Ph.B., University of North Carolina, Chapel Hill; law school at university, 1892; state representative, 1901. 1913-1915. 1931; state senator 1907, 1925; appointed assistant attorney general, 1931, and attorney general, 1935; associate justice, state supreme court, 1938-1950. *North Carolina Manual, 1949*, 391; Corbitt, *Addresses of Scott*, 491.

[196] Edwin Maurice Gill (1899-), lawyer from Laurinburg; educated, Trinity College; state representative, 1929-1931; private secretary, Governor O. Max Gardner, 1931-1933; commissioner of paroles, 1933-1942; commissioner of revenue, 1942-1949; director of internal revenue, Greensboro,

A. Erwin,[197] and John S. Bradway.[198]

The State Probation Commission, along with the Board of Paroles and the Board of Correction, has done an excellent job through the years for North Carolina. Because of the working relationship of these agencies and their dedication, this state today has a correction system which is considered one of the finest in the country. This cooperative relationship extends also to other state agencies.

The responsibilities of all of these agencies are increasing. Since we are here at the invitation of the Probation Commission, let me use it as an example. Last year—1967—the number of delinquent citizens under actual probation supervision increased from 14,159 to 17,707—an increase of over 25 percent.

It is evident that the trend is upward, and many offenders who might receive an active prison sentence are allowed to remain productive in free society under rehabilitative probation supervision. It means they can keep their jobs, pay taxes, and provide for their families. It means also that they are of less expense to the state.

The Department of Correction, under provisions of a new corrections law enacted by the 1967 General Assembly, is working with various state agencies to promote the reformation and rehabilitation of convicted offenders. Through work release, paroles, and sentence termination, many offenders are being returned to society.

In fact, it is estimated that for the nation as a whole about two thirds of the corrections population are on probation and parole. North Carolina's statistics are similar. These offenders are under the direct supervision of probation and parole officers. They are doing an excellent job for the people of this state.

1950-1953; treasurer of North Carolina, since July 20, 1953. *North Carolina Manual, 1967*, 485-486.

[197] Clyde Atkinson Erwin (1897-1952), native of Georgia; educated, University of North Carolina, Chapel Hill; principal of several schools and superintendent of Rutherford County schools; state superintendent of public instruction, 1934-1952. *North Carolina Manual, 1951*, 366, 368; Corbitt, *Addresses of Scott*, 446.

[198] John Saeger Bradway (1890-), lawyer from Pennsylvania and Durham; A.B., A.M., Haverford College; LL.B., University of Pennsylvania; professor of law and director of legal aid clinic, University of Southern California, 1929-1931; professor of law and director of legal aid clinic, Duke University, 1931-1959; professor of law, Hastings College of Law, University of Southern California, since 1960. Jaques Cattell Press (ed.), *Directory of American Scholars: A Biographical Directory* (New York: R. R. Bowker Co., Fourth Edition, 4 volumes, 1963-1964), IV, 20, hereinafter cited as *Director of American Scholars*, Fourth Edition.

I would emphasize, however, that the responsibilities of corrections are not entirely on the state. It involves the many groups represented here today and many which are not here. Just about every aspect of community life has a part to play in the proper rehabilitation and utilization of offenders who go back into society.

School, employment, religion, and recreation are some of the areas with which an offender must be reconciled if he is to avoid further crimes. It is not enough to give such an individual supervision unless you can also give him hope and opportunity. He must be allowed to become a legitimate part of the community or he will return to his old ways.

Now don't misunderstand me. I am not talking about "coddling" offenders. I am talking about proper rehabilitation whereby an offender can become useful to himself and others. It is far better to invest in the improvement of an offender than it is to arrest him over and over again when he returns to crime because no one helped.

We who are here today—and all the people of North Carolina—must recognize that corrections, like crime, is a community problem and that it requires all the resources of a community to cope successfully with it. We must continue to seek a better understanding and better cooperation between all the elements of the community and state dealings with corrections.

I think it is essential for us constantly to review our methods and procedures and to seek improvements. It is also essential that the various agencies responsible for handling the offender develop a greater understanding of each other and coordinate the resources in as an effective and efficient manner as possible.

The most important people in this area are those working directly with the offender. The policeman on the beat, the institutional guard or counselor, the probation and parole officer can make all the difference in the world for the offender. The same is true for the educator, the welfare worker, and the employer who may be dealing with him.

All of us who are concerned with crime and corrections have the same goals: protecting the interests of society and rehabilitating the offender. To be successful in curbing crime in our state and nation, we must do more than arrest the offender and put him in jail for awhile. We must make the effort to prepare him to make his own way in society as a law-abiding, productive citizen.

A major responsibility for this rests upon the Probation Commission, the Paroles Board, and the Department of Corrections, but all of us here today and, indeed, all citizens have a responsibility. It is only with your help and with public support that crime can be curbed and that rehabilitation for many can be successful. I ask for your help in both causes.

DEDICATION OF BEECH MOUNTAIN RESORT

Banner Elk

February 10, 1968

Speaking at the dedication of the newest ski resort in North Carolina, Governor Moore commented that for years the winter months had meant inactivity in western North Carolina. With the development by resourceful businessmen of resorts such as Beech Mountain, the mountains would attract tourists on a year-round basis. Skiing provided new jobs and additional income for western North Carolina citizens. Beech Mountain, the seventh ski area to be developed in the state, would ultimately be the site of a tremendous development. Plans had been made for about two thousand homes, golf courses, and shops and restaurants in addition to the ski facilities. The governor ended by making it clear that he had gone to Beech Mountain to dedicate the resort, not to take ski lessons and return to Raleigh in a cast!

Beech Mountain ski resort was opened during the Moore administration. The governor is shown at Beech Mountain in February, 1968, with several beauty queens. (Photograph by Clay Nolen from Department of Conservation and Development.)

GOVERNOR'S CONFERENCE ON COMMUNITY RELATIONS

RALEIGH

February 21, 1968

[The Governor's Conference on Community Relations was sponsored by the North Carolina League of Municipalities, the North Carolina Association of County Commissioners, and the governor; it was held in Raleigh's Memorial Auditorium. The proceedings were published and distributed by the sponsors so that not only those who were present but others interested in employment opportunities, housing, and other aspects of community concern were able to share in the thinking of the outstanding participants in the conference.]

"To me, North Carolina is a great and good community—one giant neighborhood extending from the mountains to the sea. Such a community represents the hopes, the dreams, and the aspirations of all the people. This concept of the great and good community is not mine alone. It comes to me from the hearts of the people themselves, the people with whom I have talked and whose voices I have heard."

These words, ladies and gentlemen, were included in my inaugural message wherein I accepted for myself the responsibilities of governor of the great state of North Carolina. Since that moment over three years ago, I have sought to transform to the greatest extent possible the hopes, the dreams, and the aspirations of North Carolinians into reality. There has been much accomplished, but our satisfaction with success is tempered by the awareness of what remains to be done.

This is why you have been invited to this Conference on Community Relations, which we are pleased to be sponsoring with the North Carolina League of Municipalities and the North Carolina Association of County Commissioners. Each of you represents a means of positive accomplishment in this state, a means of improving some aspect of life in this great and good community. Each of you has an important contribution to make in community relations in the weeks and months ahead.

The distinguished speakers on our program this morning have pointed to various aspects of our great opportunity to develop human resources and to advance human dignity. They have sought to impress upon us all our responsibilities and obligations as representatives of the people, as leaders in our community, as members of the family of man. They have emphasized your role and mine as God-fearing people, as believers in a democratic form of government, as proponents of free enterprise and its key to success—individual initiative.

Let me make one point clear. This conference is not in response to any violence or threat of violence. Such things, of course, are detrimental to our progress as a state and our advancement as a people and will be dealt with accordingly. Rather, this conference is a recognition that the path to the attainment of hopes and aspirations of people of all races is marred by pitfalls which must be removed. And all people, regardless of their immediate resources, have something essential to contribute in getting the necessary job accomplished.

Let me point briefly to some specific areas that need attention. My desire is not to limit your concern, but to enhance it in light of development in a few of those areas which from association and study I consider to be of great importance in North Carolina. These include employment, education, recreation, and housing. I particularly want you to note that government, while essential, is but one ingredient in the success of any community improvement project.

The key to individual self-respect is respectable employment. Any man can fairly well cope with the problems of day-to-day life if he can provide decently for the needs of his family and if he can see possibilities for improvement. Every citizen, who so desires, should have available a good job with reasonable assurance of advancement. I do not believe this is too much for any person to expect in a developing state such as North Carolina.

Government, of course, has an obligation in this area. A main purpose of our total development program has been to provide more and better job opportunities. Our success is evidenced in the sound industrial development under way now. Government is also a source of employment for increasing numbers of people. The policy of the state is one of equal opportunity for jobs; through the community college system, the means are provided for all to improve their job qualifications.

Private enterprise—business, industry, and its service occupations—is by far employer of the greatest number of people, and it has a corresponding obligation in this area. Just about every business magazine you pick up now has an article in it about the opportunity for business to serve the community in providing not only jobs, but special training to help people meet special requirements. Recruitment, placement, and promotion are other areas for business consideration. Mr. Morris,[199] in his talk this morning, gave us some thoughts on what business can do.

I was most impressed to learn of the cooperative effort to find jobs for the unemployed in Winston-Salem. Mayor Benton[200] discussed their approach earlier today. The success in placing people in jobs demonstrates the validity of the Twin City approach. It merits the consideration of local governments and businesses throughout the state. Think of the individual and the total improvement which would result if a similar program of job placement would be undertaken in every major city and every county in North Carolina!

If it is not feasible in your area to develop a program such as that undertaken in Winston-Salem, I urge business leaders to create jobs where possible and list them with the North Carolina Employment Security Commission. Any citizen in need of employment should go or should be referred to the nearest commission office. Staff people are available there to help find suitable jobs for the unemployed. There are always jobs available, but at times it is difficult to find people with the necessary qualifications for those opportunities.

I also call your attention to the work of the President's Council on Youth Opportunity. The council, working with local groups, is seeking to provide jobs and employ young people with consideration being given to year-around employment. The success of the youth program, of course, depends upon the active participation and leadership from the private sector of the various communities. Every effort should be made to insure youth opportunities throughout North Carolina.

This brings me to a second area of concern: education. A man is born with certain inherent abilities; but for these abilities to be useful to him and to others, they must be developed by the acquisition of knowledge and training and tempered by study and practice. The unskilled person is more and more becoming a burden to himself and to the society in which he functions. His inabilities to cope with the methods of modern times lead to hopelessness, frustration, dissension, crime. In short, the maladies of the unskilled too often lead to a wasted man in a society that cannot afford the loss.

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[199] Lewis Speight Morris (1915-), textile company executive from Greensboro; president of Cone Mills since 1965. *Who's Who in America*, Vol. 35, p. 1562.

[200] M. C. Benton, Jr. (1917-), trucking company executive from Winston-Salem; B.S., University of North Carolina, Chapel Hill; affiliated with McLean Trucking Company since 1939, becoming executive vice-president; director of several corporations; World War II veteran; mayor of Winston-Salem since 1963. Information from office of Mr. Benton, May 6, 1969.

How encouraging it was to hear Dr. Sullivan[201] speak of what can happen when people within a community recognize their potential and do something to cut the chains of ignorance which hold them back. Think of what could be accomplished in this state in the months ahead if all community leaders—religious, civic, business, and governmental—would come together and reach out to help those in need of basic skills. The way to develop an individual and the neighborhood in which he lives is to utilize the finer features in both.

Going a step further, there are already many educational programs on various levels to help an individual develop his abilities. I point particularly to the state system of community colleges where any citizen can go to learn anything from reading and writing to highly technical skills. A desire for improvement and initiative to make the effort is all that is required of an individual. The examples of success of those who cared enough for themselves to make the effort are evident throughout the state. They should be a source of encouragement to others.

On all educational levels, opportunities are being expanded for the proper utilization of the minds, imaginations, and ambitions of young citizens. From the public school to the graduate levels, educational programs are being strengthened, and particular emphasis is being given to improving standards at the traditionally Negro state colleges. In addition, since its activation in 1966, the North Carolina State Education Assistance Authority has provided over $2 million in student loans to assist 2,750 North Carolinians attend the colleges of their choice.

I should urge each of you here today to look closely at the educational opportunities in your communities and question as to whether or not they are meeting the needs of all citizens, particularly the children of low wage earners. Children should be encouraged to remain in school and, if assistance is needed in providing decent clothing and encouragement, then perhaps local church groups or civic clubs could help. The lack of funds should not prohibit the deserving young man or woman from going to college when a club or industry could provide a scholarship.

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[201] Leon Sullivan, native of Charleston, West Virginia; graduate of West Virginia State College, Union Theological Seminary, and Columbia, holding A.B., A.M., and D.D. degrees; pastor of several churches, becoming pastor of Zion Baptist Church in Philadelphia in 1950; responsible for organization of Philadelphia Citizens' Committee Against Juvenile Delinquencies and Their Causes; founder and chairman of board of directors of the Opportunities Industrialization Center. Information from office of Dr. Sullivan, May 26, 1969.

A third area of concern is recreation. There is wisdom in that adage about all work and no play making Johnny a dull boy. The same is true of his father and mother and all of his brothers and sisters. It is essential to the proper development of young people that planned and supervised recreation programs be provided close to their homes. We are fortunate in the recreation resources available and in having the North Carolina Recreation Commission ready to assist in the planning and the development of local programs.

I am pleased with the progress being made in expanding recreation opportunities throughout North Carolina. In this fiscal year I have approved some twenty-four state and thirty-six local government Land and Water Conservation Fund projects which will help provide more than $4.6 million in new recreation resources. The prospect is that well over $3 million in federal matching funds alone will be provided in the next fiscal year. In addition, this year is expected to see an increase in municipal recreation programs. In the last fiscal year, the fifty-two reporting cities spent over $8 million. This does not include private and commercial contributions.

The pattern of providing recreational opportunities varies in North Carolina. Every city, save four, with more than seven thousand people has a year-around, career staff municipal recreation department. Over two hundred cities and towns have seasonal programs. In one community a foundation raises money for buildings and grounds and turns it over to the city. In another a new recreational center was acquired from nontax sources. The state's Recreation Enabling Act of 1965 made even more clear the procedure by which cities, towns, and counties can join in recreation planning and programs.

Of course, everyone should be concerned with recreational opportunities in his community. Everyone has something to contribute and should do so. I especially urge local governmental leaders to look toward an official program. Tomorrow the League of Municipalities, the Association of County Commissioners, the

National Association of Counties, and the North Carolina Recreation Commission will sponsor a recreation institute here in Raleigh. I hope that representatives of all cities and counties will attend the institute and that it will encourage a greater effort in the area of recreation.

Housing is another effort with which we must be concerned. Over three hundred years ago Sir Edward Coke voiced the thought that "a man's house is his castle."[202] The thought is still valid although there are many in North Carolina who can have little pride and even less comfort from their living quarters. The statistic which confronted me when I came into office three years ago was that four of every ten families in this state lives in homes considered substandard for modern living.

I appointed the Advisory Committee on Low-Income Housing and assigned the responsibility for action to the State Planning Task Force. Working with local governments, this committee is helping to stimulate low-income housing in North Carolina. In public housing, some 550 units were added last year and at the beginning of this year there were 7,752 units under construction. Since 1965 there has been a gain of 13 public housing authorities operating public housing and an additional 15 to 20 communities are in the process of setting up authorities.

An innovation in providing adequate housing for low-income families was inaugurated earlier this year in Salisbury. There a group of white and Negro citizens formed a nonprofit corporation to construct low-income housing. The Salisbury-Rowan Chamber of Commerce made a sizable donation to the project. The planning, building, financing, and mortgaging is being done by North Carolina concerns. Ground-breaking was held early this month. Here is an example of what can be done when citizens recognize a need and determine to do something about it.

With the aid of business we have sought ways to aid low- and middle-income families to purchase homes of their own. Working with the Committee on Low-Income Housing, the brick industry and the concrete masonry association have designed and constructed model homes to fit the budget of low- and middle-income families. Several hundred sets of plans already have been distributed. The committee is now working with the mobile home people and others in designing a mobile home to meet the needs of low-income families.

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[202] From Sir Edward Coke, *Institutes*, III; the four *Institutes* were written between 1628 and 1644.

Rural housing also has been given attention. The Farmers Home Administration, which makes loans in communities of up to fifty-five hundred population, provided more than $31 million in loans for purchasing or repairing homes during 1967. This provided for more than three thousand projects and is a far better record than those posted in other years, but there is still a great need for adequate and safe rural housing.

The progress made in providing better housing for North Carolinians would not have been possible without the cooperation and the initiative of business. Another excellent example of the willingness of business to help in the building of a better state for all is evidenced by the concern and initiative of the insurance industry in North Carolina. I am pleased to announce today that twenty North Carolina insurance companies have pledged a total of $14,824,000 to buy home mortgages for low-income people and to purchase commercial enterprise mortgages that will furnish employment to low-income people. Financing has been a bottleneck in low-income housing, and this represents a significant breakthrough.

I commend our North Carolina insurance companies for their willingness to chart this new course. At the same time other insurance companies doing business in North Carolina have indicated their willingness to purchase several additional million dollars in North Carolina home mortgages. With these announcements adequate housing can take a giant leap forward. I urge builders, developers, and contractors to take advantage of the challenge the insurance industry has made to us.

I believe we can make considerable progress this year in providing homes for low-income families in North Carolina. This includes housing units constructed for rental as well as for purchase. The housing programs under way in some areas demonstrate what can be accomplished when people see a need and determine to do something about it. The same effort needs to be made all over the state in every community and it can be with your interest and support.

Ladies and gentlemen, these four areas which I have described as being in need of your attention are intended in no way to limit the scope of your concern. I have attempted in each case to emphasize that, while we are making considerable progress, there still remains much to be done. If this is a time of prosperity for North Carolina, and I believe that it is, then we must intensify our efforts at helping all citizens help themselves. I hope that this conference will serve as a stimulant to all of us to reexamine our efforts in every area of community relations and to rededicate ourselves to the providing of a better way of life for all.

There is no set pattern, no magic formula for finding the proper solutions to all of today's problems. The responsibility, however, is within the community and it rests not only upon government, but also upon business, the churches and civic organizations, and especially upon the individual. In one community, for example, a civic club is planning a survey of the needs of people in the generally low-income family areas and will seek ways of improvement utilizing all available resources. Retired people can help by giving of their time and their knowledge in working toward solutions to community problems. Such approaches should be considered in your community.

The churches, as Dr. McLeod[203] said this morning, have a special role to play for, indeed, their message offers hope to all mankind regardless of his station in life. At this time, it is essential that the message of love and brotherhood go out from the church to those who are in need of the encouragement and the hope that the word of God offers us all. It is not enough for a church to be in a community. It must be of a community.

Business and industry must make the effort to provide more and better job opportunities for citizens. Only those individuals who have lost hope are satisfied with handouts. The great majority of those in need in North Carolina today want to work, and they can do a good job for you if given proper training, encouragement, and incentive. Business and industry also have an obligation to support and to initiate community improvement projects. The benefits of such efforts will be shared by all citizens, corporate as well as individual.

Government on every level has a major role to play in initiating and developing service programs for those within its jurisdiction. Available programs—and there are a multitude of them—which can benefit citizens of your city or county should be utilized

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[203] Lionel Powers McLeod (1919-), Methodist minister from Montgomery, Alabama; A.B., B.D., Emory; district superintendent, Mobile District, since 1964. *Who's Who in the Methodist Church* (Nashville and New York: Abingdon Press, 1966), 873.

whenever possible. It is far better to act than to react. Communications with all segments of a community are essential and human relations committees should function regularly with official sanction. Government, if it is to have meaning for all, must have meaning for the citizen in need. This is a basis of democracy.

The state of North Carolina stands ready in all of its departments and agencies to be of any assistance possible to local governments in working to build a great and good community. State officials, knowledgeable in every area of service, stand ready at all times to work with local officials in initiating or implementing established programs of service to the people of this state. I urge local governmental officials to call upon us for assistance in seeking ways of eliminating problems that breed hopelessness and frustration among some citizens.

Throughout this great state of North Carolina we must seek and find new answers to old problems and we must not allow ourselves to become discouraged with setbacks. I should caution every citizen not to be misled by wild rumor or diverted by emotion from the pursuit of sound progress benefiting all people. Productive ideas come from good thoughts and accomplishment stems from working steadily toward a worthwhile goal. We—all North Carolinians—must move ahead together to provide the means for a reasonable standard of living for every citizen with all the rights and responsibilities commensurate with living in a democratic nation.

I call upon every citizen of every section, of every race, of every political affiliation, of every station in life, to join with me today in an effort to bring to realization the dream of a good and satisfying life for every North Carolinian. Every citizen—particularly the young—must be made to realize that he really counts in this state. Every citizen must be made to recognize that he has a most important role to play in helping himself and in helping others to build a society that is genuinely concerned for the happiness and welfare of all its people.

I recall again my inaugural address. Because of the advancements made in these last three years and because of the new opportunities which have presented themselves, these words about this great and good community, spoken then, have even more meaning today: "The challenge of the hour is great. The potential of our people to achieve is unlimited. The question is:

are we really prepared to take advantage of the great opportunity now before us? We are, if we as a people all work together."

OPENING SESSION OF THE STATE STUDENT LEGISLATURE

RALEIGH

March 7, 1968

Governor Moore welcomed delegates to the 1968 State Student Legislature meeting in Raleigh's Memorial Auditorium. He reminded the representatives that never before had "young people been confronted with such awesome and far-reaching obligations." It was necessary to defend basic freedoms and also to give those freedoms true meaning to everyone. Though he was speaking across the "generation gap," the governor recalled times of war and strife in his youth, observing that problems of today were

During his administration, Governor Moore spoke to many groups of young people and had others visit his office. Here he gives his autograph to one of a group of Girl Scouts during his first year in office. (Photograph from Dan K. Moore Photograph Album, courtesy of Governor Moore.)

more willingly recognized than in his generation. Moore commented on the relative degree of responsibility imposed on the two generations, saying that the young men and women of today had to "come forward to share in the thinking and in the decision-making to a greater degree than ever before in the history of mankind." The burden was heavy.

North Carolinians had to look at existing problems, study and debate, find workable solutions. He suggested that the student legislators give their attention to problems in the fields of education, community relations, the revision of the state's hundred-year-old constitution, and the question of lowering the minimum voting age. Studies being made of the public school system and of higher education were mentioned, and the governor asked for the students' suggestions because of their recent close ties with the educational system. Though probably neither the governor's generation nor that of the student legislators would complete the jobs to be done, great hope lay in what Moore called "total participation." He promised that those in office would give consideration to views and actions of the delegates.

NORTH CAROLINA AGRICULTURAL STABILIZATION AND CONSERVATION SERVICE STATE CONFERENCE

RALEIGH

March 26, 1968

[Developments in agriculture in North Carolina were discussed by Governor Moore at the 1968 conference of the Agricultural Stabilization and Conservation Service. As he had done throughout his administration, he emphasized the role of agriculture in the economy of the state, stressing the need for recognition of farm production as a major force in Tar Heel life.]

It is a pleasure for me to welcome you to the 1968 State Conference of the Agricultural Stabilization and Conservation Service. All of us here recognize that agriculture is the foundation and mainstay of the North Carolina economy. Agricultural affairs have received much of my attention since I became governor over three years ago; I have addressed numerous farm groups across the state. Wayne Corpening, my director of administration, has worked consistently to aid and strengthen agricultural programs through greater coordination and cooperation.

The future of North Carolina is largely dependent upon continued progress in agriculture. In recent years there has been an increasing tendency to dwell upon farm problems rather than on achievements. All of us are keenly aware that problems do indeed exist. I am confident that during the course of this conference the issues and situations facing the Tar Heel farmer will be explored. Perhaps workable solutions will be found. But I want to emphasize that there are also promising and well-established trends which indicate that agriculture in the future will far surpass its former accomplishments. I believe there is a great need to put our so-called "farm problems" in their proper perspective. My remarks to you will, in the words of a popular song, "accentuate the positive and eliminate the negative." This afternoon I am going to talk about the good things that are happening to agriculture in our state.

The tremendous importance of agriculture in the economy of North Carolina has been recognized by my administration in our attempt to accelerate the rate of total development in agriculture. I recommended to the 1967 General Assembly a record budget designed to improve and carry forward every phase of agricultural activity in North Carolina. The legislature demonstrated its concern by granting record appropriations. The cooperative activity between farmers and state government has contributed much to the success of the thriving agricultural atmosphere which we enjoy.

Over 50 percent of the total labor force in North Carolina is employed in business directly associated with agricultural commodities. As each year passes, North Carolina farmers continue to enjoy substantial increases in profits from the sale of agricultural products. The value of gross sales of farm products increased from $940 million in 1954 to $1.361 billion in 1967. The increase over 1966 was $3 million. In addition, the gross income per farm last year was $8,969 or $120 above the figure for 1966. This raise is especially significant in light of the fact that the number of farms and the land available for agricultural production is steadily decreasing. These are certainly impressive statistics, and they tell an outstanding success story. I might add that rising income is just one measure of progress that has been made.

Diversification is the watchword of the future in agriculture, and our farmers are responding to the challenge. Of course the traditional cash crops maintain their importance. Income from the sale of tobacco, for example, was $539,697,000 in 1967. But North Carolina farmers have opened other sources for farm income which have unlimited potential. One excellent illustration is the growing importance of soybeans as a cash crop. From 1961 to 1967, receipts from soybean production in North Carolina increased 127 percent. The value of the production in 1967 was $67,051,000. Farmers also harvested a record quantity of this crop in 1967.

A major breakthrough in the export sales of soybeans produced in North Carolina was announced early this month. Through the efforts of the North Carolina Department of Agriculture and the North Carolina Soybean Producers Association, a great step was taken toward making our state a leader in the production of soybeans for foreign markets. A Japanese firm, one of that country's largest importers and distributors of food and food products, purchased 5,000 tons of Dare soybeans. The shipment brought more than $500,000 which included a premium of $64,000 for the Dare variety over the price of other varieties. Japan uses more than two million tons of soybeans annually. Experts predict that North Carolina can move ahead and help satisfy this large demand. We will follow up this fine beginning in April during the Japanese Food and Agricultural Exhibit in Tokyo. North Carolina will be one of twelve states exhibiting food and agricultural products on this occasion. I am going to Japan to attend this event.[204] Additional efforts will be made at that time to promote greater sales of soybeans and other North Carolina farm products.

The growing of foodstuffs is one of the major keys to further progress in agriculture; our state is moving ahead in this developing area. Many natural factors make food production an unlimited opportunity for us now and in the future. The new building housing the Department of Food Science and Technology at North Carolina State University is scheduled to be dedicated this fall. Soils in the Tar Heel State are particularly suited to the raising of food, livestock, and livestock products. Our temperate climate assures a growing season of 150 days in the highest mountain elevations to 280 days in the coastal area. Many regions are able to produce two crops a year. More and more of our farmers are turning to the production of food commodities, and they are enjoying a large degree of success. Income from the sale of fruits, vegetables, and tree nuts rose by almost 85 percent between 1961 and 1966. One especially significant example of acceleration in raising food crops is the increased production of cucumbers. In 1967, 34,000 acres of cucumbers were raised in North Carolina for processing. This represents an increase of 9,000 acres over 1966. The national and world markets for food products are growing rapidly while the land available for cultivation is decreasing. Tar Heel farmers are taking advantage of this splendid opportunity for diversification, profits, and even greater contributions to the economy of our state. Agricultural experts forecast unlimited potential for the production of food in North Carolina.

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[204] The trip to Japan was cancelled. See the headnote to the statement of April 10, 1968, p. 675.

This is a good place to tell you about Blueboy. Blueboy is a new variety of soft red winter wheat, developed by Dr. Charles F. Murphy,[205] associate professor of crop science, North Carolina State University. This new variety of wheat will stand up under heavy fertilization and will produce high yields. It is expected to average 50 bushels per acre for North Carolina farmers as compared with only 31 bushels of other varieties. If these extra bushels sell for $1.40, the added gross income for farmers in North Carolina in 1968 is expected to exceed $1.5 million. Eighty percent of this should be net profit.

The forecast on yields of Blueboy after 1969 indicates that as much as $10 million annually could be added to the state's gross farm income with $8 million of this expected to be net profit to the farmer.

The man who developed this new wheat has been on the faculty at North Carolina State University since 1960. The *Progressive Farmer* named him "Man of the Year" for the development of Blueboy. Dr. Murphy is here today, and I would like for him to stand and be recognized for the outstanding contribution he has made to North Carolina agriculture.

All North Carolinians are most appreciative of the outstanding contributions that agriculture is making to the total development of our state. I am confident that North Carolina in the years ahead will retain and extend its agricultural leadership. Our dedicated farmers and farm leaders are wholly committed to that goal. I want to pay tribute to all of you who are attending this ASCS Conference. In your home counties you represent the core of the farm community; your fellow farmers have exhibited their confidence by electing you as ASCS committeemen. Your first-hand knowledge of farming operations enables the sometimes complicated programs to function smoothly on the local level. Under the direction of your able state ASCS committee and the state executive director, you form an excellent team. I commend all of you for the fine service you are rendering to the farm people of North Carolina.

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[205] Charles F. Murphy, native of Ohio; B.S., Ph.D., Iowa State; M.S., Purdue; leader of small grain projects on oats, wheat, barley for the North Carolina Agricultural Experiment Station, joining staff in 1960; promoted to associate professor, 1967. "Men of the Year," *Progressive Farmer*, 83 (January, 1968), 22-22A.

The cooperative farm programs administered by the ASCS are assisting sound agricultural progress in this state. For instance, I am particularly impressed by the Farm Storage Facility Loan Program. Under this plan, Tar Heel farmers can borrow 85 percent of the cost of a bin or dryer, and the rate of interest is only 4 percent. The availability of storage and drying facilities for grain often spell the difference between profit and loss. The amount and quality of a crop, as you well know, do not always assure reasonable profits. Having available farm storage enables the farmer to hold his crop until the best price can be obtained. The program has been most successful in North Carolina. In many instances, the advance in price of grain stored more than makes the payments on the bins. On some occasions, prices have risen to a point so that the farmer has been able to repay the loan in profits alone in one to two years.

The Farm Storage Facility Loan Program in North Carolina is the largest loan project of any state in the nation. Its success is indicated by the fact that 2,170 bins came across our borders from the Midwest last year. Now, all but about one hundred have been sold. But more important are the increased profits coming to our farmers. For example, one Greene County farmer has obtained three bins and two drying heaters, which he uses to dry peanuts as well as to store and dry corn. He estimates that this equipment profits him $3,600 each year. Another farmer in Pitt County has two bins with drying apparatus which are used for the storage and preparation of feed. He reports that he saves $1,800 annually as a result. These illustrations are representative of the response and initiative of farmers all across North Carolina.

I also want to comment briefly on the conservation and production adjustment programs administered by this organization. The Congress has made available a cost-sharing plan which has aided Tar Heel farmers in conserving soil, forests, and water resources. Grass and hay crops have replaced gullies and washed-out hillsides. More effective drainage and flood control systems have reduced the risk of crop destruction. Here again, I can cite a specific and typical example. A Pitt County farmer, through the cooperation of the ASCS, installed tile drainage and dug a pond for irrigation purposes. In the past, this farmer had suffered greatly because of water damage to crops; now he has few problems with drainage. The production adjustment programs are designed to insure that the amount of a given commodity will meet the public need. In this way, our farmers can be assured of a fair return for their labor, and the consumer has an abundant supply available at a reasonable price.

The importance of tobacco cannot be overestimated. The program regulating the production and marketing of tobacco is essential to the continued prosperity of the industry. This organization plays a vital role in carrying out this program.

I am confident that we have good reason to be optimistic about the future of agriculture in North Carolina. The state of our agrarian economy is excellent, and the potential for development is unlimited. I look to the agricultural community for the continued initiative and leadership that is clearly in evidence here today. I pledge the full support of my administration to every farmer in North Carolina. I appreciate your many contributions to farm life and agriculture in our state. Each of you is to be commended for your association and participation in such an important group. I am proud of our farm people and our agricultural economy. Every citizen of North Carolina shares this pride and has great confidence in your future achievements.

DEDICATION OF TRI-COUNTY AIRPORT, BERTIE, HERTFORD, AND NORTHAMPTON COUNTIES

AHOSKIE

March 27, 1968

In his remarks at the dedication of the Tri-County Airport near Ahoskie, Governor Moore stated, "The time is past when we could regard airports as luxuries." Industry placed increasing importance on the availability of airports; air transportation could be the factor which actually determined the final choice of plant location. In reviewing the history of this particular facility, the governor recalled 1965, when the Sunbeam plant was considering the area. At that time the three counties involved agreed to lengthen, pave, and light a field which had originally provided only a grass strip. Various delays occurred, but after the 1967 General Assembly authorized expenditure of public funds for facilities such as this, the Tri-County Airport received the first state funds. The three counties put up $132,700; a local nonprofit corporation raised $16,000; still more, $10,000, came from firms and individuals; the state advanced $6,000; and the FAA put up $132,700. By working together, the dream became reality. Many companies had already used the airport; it had also been used for an emergency landing by a Navy C-117 enroute from Norfolk to Pope Air Force Base. The governor told the audience: "You took on a bold and daring project, and in the face of great odds, you have succeeded. This is an admirable accomplishment and it will be noted by other communities . . . ."

GOVERNOR'S ADVISORY COMMITTEE ON LOW-INCOME HOUSING

RALEIGH

March 29, 1968

When Moore took office four out of every ten families in North Carolina were living in homes considered substandard. Adequate housing was, therefore, obviously part of the total development program which he wanted to stress throughout his term. An advisory committee was appointed in April, 1966; under the direction of Luther C. Hodges, housing specialist with the State Planning Task Force, fine response was obtained from private enterprise and from various communities. In 1967 there were 550 public housing units completed and at the time of the March 29 talk there were an additional 7,752 units under construction. Since 1965, 13 public housing authorities had been established and 15 to 20 others were being organized. The governor referred to the discussion on housing at the Governor's Conference on Community Relations, mentioning the Salisbury program where a corporation was formed by a group of white and Negro citizens to build low-income housing facilities. He again mentioned the twenty North Carolina insurance companies which had pledged a total of $14,824,000 to purchase home mortgages and commercial enterprise mortgages in order to alleviate some of the problems in this area. Demonstration brick and concrete masonry houses and a modified version of the mobile home had shown ways of providing low-cost housing. The governor also referred to federal programs, which were helpful, but he felt that "in North Carolina [we] have enough ingenuity, know-how, and interest in housing to build the great bulk of needed facilities through private enterprise." He expressed confidence that the state would move forward in this area, pledging the full support of his administration "to the cause of better housing for all citizens."

GRAND OPENING AND DEDICATION OF BAPTIST HOME

YANCEYVILLE

April 25, 1968

The number of citizens over sixty-five was rapidly increasing; over 363,000 older people lived in the Tar Heel State. The average life expectancy had been lengthened, and many people faced years in which they would be more productive and healthier than their parents had been. The governor reminded his listeners that the present was built by people who had sacrificed to make possible the bounty enjoyed by the younger generation. Many of these older people still had much to contribute to the state and the nation. Governor Moore reviewed the background of the Yanceyville Baptist Home, which opened on November 1, 1967, with a resident capacity of thirty-one. A bequest of R. Sterling Graves of Caswell County to the Baptist Foundation had made the new home possible, thereby fulfilling a real need for the care of the aged. The bequest provided financial resources and the physical plant and land but left the development to the Baptist denomination. The Yanceyville home, the fifth home for the aged operated by the Baptists, meant that the denomination could care for 200 persons. The governor urged all denominations to devote more attention and give more emphasis to older citizens than they had done in the past.

EIGHTH ANNUAL CONVENTION OF THE NORTH CAROLINA NATIONAL GUARD ASSOCIATION

RALEIGH

April 26, 1968

Not long after the troublous days of rioting in North Carolina, the National Guard held its convention. It was fitting that the governor speak to the men who had been called to active duty in six cities of the state and to others who stood by ready to help if needed. Governor Moore stated: "It was a sad moment for me to look out of the window of my room and out of the doors of my office to see armed men standing at their post of duty. . . . But I tell you with a feeling of the deepest pride that the sadness of that vision was marked also by a feeling of confidence and a sense of hope because you stood tall and you helped restore the peace, and I knew that the only reward you wanted was to be able to go home again." Moore also paid tribute to the commanding general and other officers of the National Guard.

Because the men were citizens first and soldiers second, the governor felt that they would be interested in knowing of programs undertaken during his administration. He discussed the work of the Good Neighbor Council, which endeavored to improve understanding between the races and which had been made a statutory body in 1965. The governor also told of efforts made to better race relations, of the state's efforts to employ qualified people without discrimination, of endeavors to find solutions to community problems such as housing, of means of providing additional job opportunities including summer employment for students, and of increased educational advantages offered in North Carolina. Moore spoke of the need for a rededication to the ideals which made the United States great, calling on citizens to "remember that there is an essential dignity in hard work and honest labor, and that it is better to earn a day's wages than to collect them from the unemployment office. We must respect the law because it is the law and we must guard and cherish the rights and the property of others as if they were our own. We must seek excellence in all things and principally in ourselves so that the heritage which we lay up for our children will be one which is marked by all the elements of human dignity and self-respect." He pointed out the well-known fact that "self-regulation is the very essence of freedom." The guardsmen were told that North Carolina could look with pride on what had been done and "look ahead with the hope that our dreams for North Carolina will come true." He concluded by calling on members of the National Guard to help "create a North Carolina which has no enemies, where citizens of all races have equal opportunities and can live together in peace and harmony."

DEDICATION OF PITTSBURGH PLATE GLASS INDUSTRIES FIBER GLASS DIVISION

LEXINGTON

May 7, 1968

Pittsburgh Plate Glass Industries established a $38 million fiber glass production plant in Lexington, and Governor Moore spoke at the dedication ceremonies. In 1959 the same company had constructed a plant in Shelby, a facility which was producing approximately 65 million pounds of fiber glass yearly. Following planned expansion of this plant, the company planned to move into the field of fiber glass reinforced rubber. The governor commended the company, saying that it was particularly gratifying to have "an old corporate citizen" extend its operations within North Carolina. The new facility in Lexington would provide employment for approximately eight hundred people. He predicted that the Shelby and Lexington operations combined would make North Carolina the leading fiber glass yarn manufacturer in the entire country.

MEETING OF THE COMMUNITY COLLEGE SYSTEM PRESIDENTS AND TRUSTEES

RALEIGH

June 13, 1968

"North Carolina is experiencing a rapid transition from a traditionally rural-farm economy to an industrial-urban economy," said Governor Moore as he began his talk to the presidents and trustees of community colleges. Development of manpower was essential, the key to the total development of North Carolina. The governor spoke of the need "to prepare people to fit into the new socio-economic structure that is being created." The community college system had a major role in meeting the needs of new industries for trained employees. Governor Moore referred to the special Public School Study Commission, which he hoped would make recommendations on means of reducing the number of dropouts. The 1967 graduating class produced 65,009 graduates; of these, about 28,200 had enrolled in additional educational programs or entered military service; an additional 39,625 who had been in the fifth grade had been lost on the way. This meant a total of 67,825 young people eighteen years of age who should have been enrolled in some kind of training or educational program. Adults who had less than twelve years of formal education and people with good jobs but who were in danger of having their skills made obsolete were also in need of help. The governor urged the community college personnel to face the challenges and try to develop a comprehensive program which would meet the needs of all people.

NORTH CAROLINA HIGHWAY USERS CONFERENCE

RALEIGH

June 14, 1968

The governor spoke at a breakfast meeting of the North Carolina Highway Users Conference, held at the Raleigh City Club. He expressed appreciation to the conference for the inauguration of a project which he termed "both unique and much needed." The organization, in undertaking to curtail vandalism on the highways, had offered an award of $200 to any person for information leading to the arrest and conviction of a person or persons willfully destroying or damaging official highway signs. The governor observed: "It is a sad comment on the times in which we live to be confronted by this disrespect for public property." Complicated roads had to be well marked to be functional. Vandalism cost the taxpayers an estimated $150,000 annually; though there were laws on the subject of sign damage, it was hard to catch culprits in the act. This campaign was designed to stimulate public support, and the Highway Users

Conference was commended for "this splendid demonstration of civic concern and responsibility."

OPENING OF 1968 SOUTHERN GOVERNORS CONFERENCE

CHARLESTON, SOUTH CAROLINA

June 17, 1968

[The 1967 meeting of the Southern Governors Conference had been held in Asheville. At that session, Governor Dan K. Moore had been honored by his selection as chairman of the 1968 conference. In his opening remarks he expressed confidence in the potential development of the South as a region and offered encouragement to his fellow southerners in planning for the future.]

As chairman of the 1968 Southern Governors Conference, let me extend both an official and personal welcome to all of you on the occasion of this thirty-fourth annual meeting. Since we met in Asheville last September, I have looked forward to this occasion. These last months have been active for all of us. Now it is well, I believe, that we have an opportunity to pause from official duties and consider together our common problems and potentials.

It has been an honor and a privilege to serve as chairman of the Southern Governors Conference. After my election last fall, I devoted a great deal of thought to what the Southern Governors Conference should mean to its member states. For many years this organization has been both effective and beneficial, but I came to believe that it could become a potentially powerful instrument to bring this region fully into the progress of our national life. I also realized that there were certain situations, problems, and potentials which the states represented in this conference shared in large measure.

Since the leadership and the development of the conference program were my responsibilities, I talked with our good friend Brevard Crihfield[206] and others about the future direction and

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[206] Brevard Ewing Crihfield (1916-), association executive from Chicago; A.B., University of Chicago; M.S., Syracuse; various positions with Council of State Governments, 1944-1958; executive director of council since 1958; secretary, National Governors Conference, 1958 to present. *Who's Who in America*, Vol. 35, p. 514.

Governor Moore was elected chairman of the Southern Governors Conference when the group met in Asheville in September, 1967. Pictured above, front row, left to right, are Governors Charles L. Terry, Jr., of Delaware, Spiro T. Agnew of Maryland, Edward T. Breathitt of Kentucky, Dan K. Moore of North Carolina, Paul B. Johnson, Jr., of Mississippi, Winthrop Rockefeller of Arkansas; second row, left to right, John J. McKeithen of Louisiana, Buford Ellington of Tennessee, Dewey F. Bartlett of Oklahoma, Hulett C. Smith of West Virginia, Lester G. Maddox of Georgia, Robert E. McNair of South Carolina, Mills E. Godwin, Jr., of Virginia, and Warren E. Hearnes of Missouri. (Photograph from Department of Conservation and Development.)

role of the 1968 Southern Governors Conference. I was most anxious that the conference business sessions be geared toward problems and issues which confront the member states. In short, I wanted to build the program around the desires of the governors themselves. Favorable comments concerning the work of the Midwestern Governors Conference came to my attention. I was particularly impressed with the Staff Advisory Committee which was composed of governors' aides and which formulates the program according to the wishes of the governors. It seemed to me that this approach had merit, so as you know, I contacted each of you with the request that you appoint a member of your staff to represent your point of view on this committee.

The Staff Advisory Committee of the 1968 Southern Governors Conference met first in Raleigh in late January to offer suggestions and to discuss issues which should be brought to our attention at this conference. Several recommendations were presented by this group for my consideration. The program which we are beginning this morning is based generally upon these recommendations. For instance, the number of outside speakers has been limited to three in order to allow us more opportunity to talk and exchange ideas among ourselves. Four new conference standing committees have been established: Natural Resources, Human Resources, Economic Development, and Governmental Structure and Intergovernmental Relations. I believe that these new and revised committees are attuned to the interests and needs of the members of the Southern Governors Conference. We are privileged to have the distinguished governors of the Virgin Islands and Puerto Rico present on this occasion as observers.

I am indeed well pleased with your reception of a new concept of the Southern Governors Conference. Much time and effort have gone into the planning and implementation of the program. It is my firm conviction that this new direction will make the Southern Governors Conference an effective organization as well as an influential spokesman for the region we represent. In addition, I look for even greater cooperation among our states. The discussions which we will undertake here will provide a needed opportunity to share experiences and opinions. The discussion topics have been selected from your indicated preferences. There should be a greater and freer exchange of ideas. I want to be aware of efforts under way in your states toward the solutions of various problems, and I in turn, want you to know what North Carolina is doing.

I am confident that the business sessions of this 1968 Southern Governors Conference will be highly beneficial to all of us. Indeed, I believe that each of us will carry back to our states pertinent and valuable information, ideas and plans which can, perhaps, be applied to situations at home. As southern governors, we are acutely aware that this great region is endowed with abundant natural and human resources. In many of our states, industrial development in particular is accelerating rapidly, and the potential for future accomplishment is unlimited. In addition, one of the most promising areas for progress in the South today is in travel and tourism. The Southern Travel Directors Council has prepared for our consideration a resolution which is designed to strengthen and promote travel to and within the South. I commend this resolution to you.

Much has been written through the years about the South. We hear and make repeated reference to something called the "new South." We can no longer afford to think of the new South in terms of the old. The South is new because of its recent changes and accomplishments, not because of its comparison with a time long past. As governors, we are concerned rather with the modern and often complex realities present in the South of today. I believe that progress in the years to come in our states will stagger the imagination and surpass our fondest hopes. So let us discuss our problems and potentials in the light of a promising future. I believe that the deliberations this week by the Southern Governors Conference will prove to be most enlightening and helpful to the whole South, and perhaps to the nation as well.

Before we hear the summary reports by the chairmen of the standing committees, I want to express appreciation to our host state. I know from firsthand experience that hosting this conference is no easy task. I commend Governor Bob McNair and his fine staff for the splendid arrangements they have provided for our comfort and entertainment. It is a pleasure to be in the beautiful and hospitable Palmetto State, and we thank you for all you have done to make us comfortable and happy.

APPALACHIAN DEVELOPMENT CONFERENCE

ASHEVILLE

June 25, 1968

[Governor Moore was particularly interested in development of western North Carolina because he was born in that section of the state. On January 19, 1965, and on February 4, 1965, he had testified before the Senate Public Works Committee and before the House Subcommittee on Appalachia, respectively, concerning the Appalachian region. He had urged support of highway proposals, had expressed pleasure at the federal-state relationships prescribed, and had emphasized the fact that the people of the area were not to blame for the predicament they were in. He had called the people "resourceful, self-reliant, and courageous." On May 12 of the same year the governor had issued another statement outlining plans for two highway corridors for the Appalachian area. This interest in the region continued throughout the Moore administration, and the remarks made at the Appalachian Development Conference revealed much that had been accomplished since the statements from the Governor's Office had been issued in the spring of 1965.]

Men often dream of what could be. They recognize in their surroundings the ingredients for something better, for making things easier and more pleasant for themselves, for providing a more meaningful and more beneficial life for their children. Too often those dreams are not fulfilled. For lack of resources, the potential is not realized. For lack of courage, the challenge is not confronted. For lack of initiative, the task is not begun. There are many who dream of better things and who do nothing to change reality.

Fortunately for us, there always have been men in western North Carolina willing to take the chance and to make the effort. The lore of these hills recounts their deeds, and many of our people share the rewards of their accomplishments. But there have been limitations forged by geography, by low income, by lack of educational opportunities. In spite of the difficulties, however, successes have been registered, progress has been made, and people have a greater chance to realize their potential today than ever before.

This progress is attributable to many factors. Time and human effort have brought about many improvements. The American free enterprise system has brought about many improvements. The American free enterprise system has flourished wherever its seeds have been planted and these mountains have proven to be fertile soil. A growing economy has allowed government on all levels to be of greater assistance, to help meet problems, to stimulate. The Appalachian program—involving all levels of government—is but one example. Most important in this process have been people—the planners, the initiators, the doers.

It is the people who are responsible for the recent surge of progress in western North Carolina and throughout the state. It is you who have utilized the resources of the Appalachian Regional Development Program and other state and federal programs to spur the pace of development. It is you—the people of western North Carolina—who must see that the impetus for improvement is not lost, that the progress which benefits all people continues and accelerates in the months and years ahead.

This is the reason I have asked you to come to this conference on Appalachian development. Even as your ideas and your initiative have been essential in the past effort, so too are they essential in preparing and providing for the future. The potential for development in this area as well as throughout North Carolina has never been greater. In order to take advantage of the opportunities available to us, we must continue to work together; we must effectively utilize all of the resources available to us.

As you can see from the program, a number of state, federal, and local officials will report to you on progress made and programs under way. I believe this will be informative to you, and I hope you will leave here with a greater understanding and a new awareness, not only of what is being done, but also of the opportunities that the future holds. More important, we need your thoughts, your ideas, your suggestions; we need your interest, your support, your active participation to carry forward in the most meaningful way the various programs available, and this includes the Appalachian Regional Development Program.

This morning I would like to discuss with you briefly three key elements in the future development of this Appalachian region. The first and most important is people. Next is private business and industry—the free enterprise system. Third is government on its various levels.

I would like to begin by talking about government. I believe that the most effective government is that which is closest to the people. Yet I recognize that the larger the constituency of a governmental unit, the greater its resources to deal with problems. The most beneficial relationship then depends upon the wise utilization of governmental resources on the various levels. On the state level, we have followed a policy of partnership where resources are provided by the state to meet the specific needs of local areas as seen by local leaders.

We have sought the same equal partner relationship with the federal government. Only with the Appalachian Regional Development Program has this been fully attained, and it probably explains why this has been the most successful type of program yet devised to help people help themselves. You might well term it "creative localism" for it has depended upon local initiative to utilize state and federal resources. The program has improved employment, raised per capita income, broadened educational opportunity, and stepped up regional development at a rate exceeding the national average.

The basic concept of the Appalachian program is this: Give the people of an area, represented by their local and county governments, the first and most important voice in deciding the future course of their development. Let them decide how best to utilize resources over and above those normally provided by government. This approach has helped to provide in this region new hospitals, expanded school facilities, airports, access roads; in short, the ingredients for a better way of life for the people in this twenty-nine-county region. It also has helped to provide a better base for future development and growth.

In each case, local economic development commissions have played a major role in planning and coordinating the projects, in utilizing the resources of the state and federal governments. Each of these seven local economic development commissions is staffed by a field director selected by the local governments involved. These commissions have helped to bring about greater cooperation of local governmental units. A part of the success of this approach is the sharing of ideas and resources of the various neighboring governments in working for economic development.

Yes, I strongly favor the approach of the Appalachian Regional Development Program. It is unique, the first of its type in the nation. Even now it is being used as a model for the development of the Coastal Plains Regional Development Program for the eastern counties of North Carolina, South Carolina, and Georgia. The Appalachian program is providing access to new opportunity, but the work is just beginning here. I am confident, however, that the future will justify the faith placed in this unique approach to regional development.

Government, of course, does not have all the answers nor can it alone do the job required. It can stimulate; it can point to areas of particular need; it can foster planning and preparation. In other words, government can be the pump primer. For a steady flow of progress to be obtained, however, it takes more than government. It takes private enterprise: business, industry, agriculture. A thriving, growing private economy is the key factor in progress and government's role should be that of a junior partner helping to develop and seeing that all citizens have an opportunity to share the fruits of growth and development.

The expanded school facilities are worth little unless good jobs are available for those who take advantage of the educational opportunities. The access roads are important to more people when they lead to better jobs. The airports are of little use if individuals and companies do not have airplanes. In other words, if manpower is to be developed, if recreational facilities are to be utilized, if lasting progress is to be made, then private enterprise must develop. There must be people willing to invest, to work, to try out new ideas. There must be a climate to give them reasonable assurance of success.

This is a part of the process now occurring in western North Carolina, as well as in other areas of this great state. I think we are taking advantage of new opportunities for private enterprise throughout this mountain region. And I believe that these advantages will grow and that companies—both employers and employees—will prosper. I look back over the last few years and see the examples of the faith that many large corporations and many individuals have placed in this area. I recognize that that faith has not been misplaced nor treated lightly. I am confident that the future will bring new and additional opportunities for private development.

All of this, of course, comes back to people, to the men and women and children of these mountains, to your friends and neighbors, to you. What we are trying to do in state government today, what we are trying to accomplish with this Appalachian Regional Development Program is to provide a better way of life for every citizen. This is the purpose of the total development programs of my administration. It is a goal worthy of our greatest effort, and it is essential. The final success is dependent, not upon government alone or upon private enterprise, but upon the interest and participation of people.

The Appalachian program, for example, began as an idea in these hills, in the minds of such people as Dr. W. D. Weatherford[207] of Black Mountain. It was carried to the governors of the several states of this region and, by them, to Washington. Resources were committed by the Appalachian Regional Development Act of 1965, but the incentive and the initiative for the program remained in the mountains with the people. I have the responsibility of approving programs in this state, but not one has been approved without the prior endorsement of the local economic development commission involved.

The real success of this Appalachian program has not been the bringing of more federal dollars into the region. It has been the manner in which the dollars have been utilized, the recognition of needs by those who live here and who know, and the determination of the people here to make things better. It has been demonstrated in these last few years that people on the local level can recognize a need, can plan for action, can stimulate sound economic development. The future success depends upon a continued and expanded involvement of people on the local level and closer cooperation on all levels of government.

In other words, my friends, the future of western North Carolina depends upon you. I hope this Appalachian Development Conference will increase your pride in what has been accomplished and that it will increase your enthusiasm for what can be accomplished in the months and years ahead. I hope that when you return home you will accelerate your efforts to move this wonderful region forward and that you will be an inspiration to others to do likewise. Western North Carolina—and all of this great state— will become in the future what you would have it become. It depends upon you.

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[207] Willis Duke Weatherford (1875-), educator from Black Mountain; B.S., Weatherford College; A.B., A.M., Ph.D., Vanderbilt; president, Blue Ridge College, Inc., 1906-1944; head, Department of Religion and Philosophy, Fisk University, 1936-1946; director of administration, Southern Appalachian Studies. *Who's Who in America*, Vol. 35, p. 2297.

STATE HIGHWAY COMMISSION

BLOWING ROCK

June 26, 1968

[During the Moore administration many miles of highways were completed; the interstate system in North Carolina was pushed forward; a $300 million bond issue was passed. Meeting with members of the State Highway Commission in Blowing Rock, the governor praised the commissioners for their role in planning for and seeing that highway programs were carried out.]

I am happy to be with you and pleased to have the opportunity to speak to you briefly this evening. Principally, I want to thank you for all you have done for North Carolina during your term of office. I believe history will show that this has been the most outstanding highway commission, in terms of results achieved, that has ever served the people of North Carolina. I am immensely proud of the success of this administration and all that you have done to bring about a realization of our hopes and dreams for better and safer roads for the people of North Carolina.

From July, 1965, the month in which you took the oath of office as members of the Highway Commission, through May, 1968, contract awards have totaled in excess of $318 million. This is an outstanding record of achievement and you have every right to be proud of the result. No highway commission in history has accomplished as much as you have, but I believe that your work will be remembered, not only in terms of the amount of money spent or the total mileage constructed. I believe there are other considerations which will reflect credit upon my administration as governor and upon the offices you hold.

I can say without fear of successful challenge that integrity has surrounded the conduct of the business of the Highway Commission during the last three and a half years. The people of North Carolina admire and respect the positions you hold because of the way in which you have conducted the responsibilities assigned to you. You have done a great deal, but more importantly, you have done it right. I believe you will be remembered for it.

Not only have you built more roads, but you have built safer roads and have maintained the beauty and cleanliness of the highways and surrounding countryside. I do not believe any highway commission in history has paid more attention to the safety and appearance of the highways of North Carolina than you have, and I believe these aspects of your concern and attention have added immeasurably to the total success of our road program for North Carolina. You have, thus, assumed greater burdens and increased responsibilities, all in addition to your more traditional duties of building and paving roads. I know that the work has been difficult, but you have responded to the challenge with enthusiasm. I believe you have given outstanding leadership to the staff and employees of the Highway Department, and I know that your accomplishments and your attitude have been an inspiration to all of those who have worked under you.

In short, you have been leaders as well as builders, and you have brought credit upon yourselves and your work and upon the good name of the state of North Carolina.

It is not my purpose tonight to talk about statistics and figures. I have done so frequently before and will again because the facts and figures tell an exciting story about the successful enterprise of this administration in the field of roads and highways. Our purpose here tonight has been to recall some of the often overlooked aspects of this success story and to thank you for your efforts in making the whole dream come true for more, better, safer, and more beautiful arteries of travel and commerce for this great and thriving state we love.

I salute you, each and every one, and thank you.

GOVERNOR'S COUNCIL ON JUVENILE DELINQUENCY

RALEIGH

July 17, 1968

[The decade of the sixties was one of unrest among many of the nation's young people, particularly those in their late teens. It was a time of rebellion against the established order, a time in which use of drugs became commonplace in many circles, a time in which groups of young people left home and congregated in groups which came to be known as "hippies," and a time of dismay and frustration on the part of both parents and children. With the unrest of the times came a rise in the crime rate, and in North Carolina the Governor's Council on Juvenile Delinquency was at work trying to find solutions to problems before they got out of hand as they had in some parts of the United States.]

This is an important hour in the history of North Carolina. I am happy to share with you the privilege of meeting together to consider one of the great problems facing both the state and the nation. I am grateful to you for accepting a place on the Governor's Council on Juvenile Delinquency and for coming here today to join with me on a voyage of discovery and planning in this most delicate and critical area.

We have brought together on this council the most talented and imaginative citizens of North Carolina in the field of juvenile crime and rehabilitation. The purpose of this council will be to evaluate juvenile correction services in North Carolina and to recommend any changes which may be indicated to lead to a more efficient and effective delivery of services for the prevention, control, and treatment of juvenile delinquency.

I envision a penetrating study of the problem and I hope to receive a thorough analysis, together with your recommendations, upon the conclusion of your task. I know that the General Assembly and the officials of government at every level will study the work of this council with deep and sincere interest, and I believe that the people of the state will be inspired by your labors to take a new and careful look at the cause and control of juvenile delinquency in North Carolina.

The true and precious treasure of North Carolina is our young people. All citizens need and demand our attention and understanding, but perhaps none need our assistance as much as those young people who become classified as juvenile delinquents. There is nothing so tragic and wasteful as a delinquent child who becomes a delinquent adult.

By law, the North Carolina Board of Juvenile Correction is charged with the responsibility of providing a rehabilitation and treatment program. Custodial care, training, and education for children committed by the courts as delinquents are provided by the board. The record of the board in carrying forward its program through the years has been outstanding. Many young people, with the help of the dedicated personnel of the board and the Department of Juvenile Correction, have been turned from a life of crime to a career of solid accomplishment. I want to express my sincere appreciation to Chairman C. A. Dillon[208] and the other members of the board for their continuing efforts to provide North Carolina with an outstanding program of juvenile correction. Commissioner Blaine Madison[209] and the employees of the department have worked with skill and dedication in implementing the program of the board. Many other state agencies and private organizations have worked diligently through the years in meeting the problems of juvenile delinquency and the rehabilitation of youthful offenders. The North Carolina General Assembly has continually supported and exhibited interest in the program of juvenile correction which has benefited North Carolina for many years.

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[208] Clyde Alvin Dillon (1890-), businessman from Raleigh; educated in public schools of Petersburg, Virginia; founder and president of Dillon Supply Company; chairman, North Carolina Board of Juvenile Correction since 1943; active civic and religious leader. News release of Governor Moore, November 26, 1965; "C. A. Dillon Appreciation," May 9, 1969, Edenton Street United Methodist Church, copy from office of Mr. Dillon.

There is a need for greater public awareness of the problems of juvenile delinquency and a greater public willingness to assume some of the responsibility for helping those young people who can become problems for their community and for the state. The primary responsibility lies in the home and perhaps the study which you will perform will inspire effective home prevention of juvenile delinquency so that the terrible burdens brought on by repeated criminal acts may be avoided. The churches, schools, and civic clubs need to be made aware of and involved in the problem and its solution. It is time now for all North Carolinians to give serious consideration to the total problem of juvenile crime and correction. We should not and cannot wait until there is need for a crash program of action. North Carolina must begin now to plan for a sound, progressive program recognizing all aspects of the problem and seek ways to minimize and hopefully eliminate them. Upon the foundation of the present program conducted by the Board of Juvenile Correction, we must build a sound program of juvenile opportunity for the young people of North Carolina.

It is difficult to be a child; temptations which confront the young are sometimes almost irresistible; the teen years especially are demanding and difficult. We must ascertain the basic causes which determine the courses of action and reaction in this vast and valued segment of our population. First, we must understand the problem and then we can, hopefully, deal with it.

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[209] Blaine Mark Madison (1906-   ), from Raleigh; A.B., High Point College; A.M., M.Ed., Duke; active civic and religious leader; appointed commissioner of the State Board of Correction and Training, July 1, 1956. *North Carolina Manual, 1967,* 526-527; *Who's Who in the South and Southwest* (Chicago: Marquis—Who's Who, Inc., Tenth edition, [1967-1968]), 595.

Your responsibility will be to probe the depth and breadth of the problem, to analyze it in all its forms and aspects, to be the eyes and ears of the people of North Carolina in this area, to tell us what we can do as a state and as a people to save the greatest treasure we have from the ravages of crime.

No more difficult task can be imposed, no greater challenge can be given than that which I give to you. Take upon yourselves the interest of the children of tomorrow; give them the genius of your thought and work, set the lamp of enlightenment ablaze with the promise of a better life and hold it high enough to quicken in the heart of every man the will to help every child avoid the perils of a life of crime. Tell us, too, how to bring hope and encouragement to those who have stumbled, so that they may rise again and enjoy a good life in North Carolina.

DEDICATION OF WELCOME CENTERS

I-85 NORTH of HENDERSON

August 1, 1968

[North Carolina's attraction as a tourist center continued to grow during the Moore administration. In an effort to entice tourists to spend more time in the Tar Heel State, the 1967 General Assembly provided funds for two welcome centers. This ceremony occurred on the occasion of the dedication of the first of the centers.]

Through much practice, I have become quite accustomed to taking part in dedication ceremonies. I have traveled far and wide to represent the people of North Carolina at groundbreakings and openings of impressive industrial and commercial complexes. These occasions are significant milestones in a record of sound industrial expansion in this state. I have come here this morning to participate in yet another dedication, one which is both unique and of tremendous importance for the state of North Carolina. Today we celebrate the achievement of another milestone in a business enterprise whose significance and potential are too often overlooked—the travel industry.

The establishment of two attractive and functional welcome centers is one of the most progressive steps taken by this administration to encourage and promote tourism.

Travel is an industry without a smokestack, and it is big business in North Carolina. In 1967, out-of-state travelers spent

Welcome centers were new during the Moore administration. Here the governor is speaking at the dedication of the center on I-85 on August 1, 1968. (Photograph by Clay Nolen, Department of Conservation and Development.)

over $400 million in North Carolina, and Tar Heels traveling inside the state spent over $235 million. Some 100,000 North Carolinians actively make their living in the travel industry and thousands more benefit indirectly. Presently, the travel industry is growing at a rate of 9 percent each year, a record which is far ahead of growth figures for other retail businesses. Although tourism is flourishing, there are potentials and resources which, if properly developed, can make the travel industry one of the largest and most lucrative in North Carolina. I am confident that these lovely welcome centers will play a major role.

There are few states which can compare with North Carolina in pleasant and exciting things to see and do. This state is fortunate to have three widely diversified areas with four distinct seasons of the year. The tourist has only to pick an area and a season. North Carolina has something to offer the most sophisticated and discerning traveler.

Surveys have shown that North Carolina gets 2.8 percent of the nation's travel traffic but only 1.8 percent of the nation's travel dollar. This sizable gap means that we are not getting the maximum out of a business which is flourishing around us. It is also estimated that 90 percent of the travelers who come to our state travel by car.

Our first two welcome centers, located on two main arteries into North Carolina, will give us an excellent opportunity to develop tourism. It is essential that we get these visitors off the interstate highways and into the heart of our state. The attractive and well-trained hostesses who will staff the welcome centers will be capable of answering questions and selling North Carolina to visitors. These welcome centers are designed to give travelers a most favorable impression of a state where hospitality is a proud tradition.

The operation of our welcome centers will be closely observed during the coming months. If these facilities are successful, and I have every confidence that they will surpass our greatest expectations, then perhaps the General Assembly will approve the request for five additional centers in 1969. All would be located on interstates and would cover all seven spots where interstate highways enter North Carolina. Hopefully, someday we might have a large network of welcome centers all across the state.

I certainly want to pay tribute to those persons whose foresight and dedication have made these welcome centers a reality. Officials of the Department of Conservation and Development and the State Highway Commission have cooperated to a high degree in this venture and have proved how well state agencies can work together in a joint effort. Special thanks are certainly due to J. W. York, chairman of the Board of Conservation and Development, who gave imagination and direction to the campaign to establish these centers. I want to express deep appreciation to the able staff of the State Highway Commission; and I want to recognize Dan Stewart, director of the department, for his contributions; Bill Hensley, director of travel and promotion, for his able assistance; and Mrs. Sara Harison,[210] welcome center supervisor, for her outstanding work in setting up our welcome centers. Of course, the welcome centers would not have been possible without the foresight of the members of the 1967 General Assembly which appropriated the necessary funds. I commend all those whose vision and dedication are responsible for this occasion.

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[210] Sara Anderson Harison (Mrs.) (1927-), from Columbia County, Georgia; educated, Georgia Southern College; former supervisor of Georgia Welcome Centers. Information from Department of Conservation and Development, May, 1969.

The splendid attendance here today is evidence that many persons are vitally interested in tourism and the promotion of this industry. I am delighted to see so many segments of the travel industry represented as well as others who are concerned for its further development. Some of those present include members of the Board of Conservation and Development, members of the State Highway Commission, members of the 1967 General Assembly, officers and directors of the North Carolina Travel Council, officials of several chambers of commerce, and city and county officials from a wide area of the state. I encourage each of you to continue the challenging job of promoting the state of North Carolina in every way possible.

I will follow the progress of the welcome centers with a great deal of interest. I am confident that they will make a significant contribution to the growth of the travel industry in our state. In future years, through intelligent planning, promotion, wise conservation, and development of natural resources, travel could well become the largest and most profitable industry in all of North Carolina. It has been a real pleasure for me to take part in this splendid occasion. Now I will ask the Marine Color Guard to come forward and assist Mr. York and me in the flag-raising ceremony which will officially open and dedicate these first two welcome centers in North Carolina.

DEDICATION OF THE BULK CARGO HANDLING FACILITY

MOREHEAD CITY

August 2, 1968

[Whereas the state ports of North Carolina were insignificant only a few short years earlier, by 1968 there were modern facilities which handled tons of freight annually. Both the Wilmington and the Morehead City ports had greatly facilitated the import-export business in which North Carolina shared. The Bulk Cargo Handling Facility, dedicated at the State Port Terminal in Morehead City, was "considered to be the most modern bulk cargo handling terminal in the world." It was designed for the movement of phosphate cargoes.]

It is indeed a pleasure and a privilege to represent the people of North Carolina at this dedication ceremony for the Morehead City Port Terminal Bulk Cargo Handling Facility. The state ports of Wilmington and Morehead City, under the splendid direction of the State Ports Authority, are a source of great pride; and their value to our thriving economy is beyond measure. The existence of modern and efficient port facilities provides North Carolina industry with a gateway to buy and sell throughout the world.

The export trade already means a great deal to the economic well-being of this state, and its future potential is virtually unlimited. According to the latest estimates available from the Department of Commerce, the total amount of world trade in North Carolina amounts to over $1.2 billion per year. Approximately $850 million are exports and $400 million are imports. Our state ranks thirteenth among the states in value of manufactured exports and seventh in agricultural shipments to foreign markets. Exports of agricultural products have increased 22 percent in a period of six years. The healthy expansion in this area of economic activity is of tremendous significance to our citizens. It has been estimated that for every $1 million created in exports, 150 new jobs are added. I am informed also that exports in North Carolina are increasing at the rate of $30 million each year. I am confident that the import-export trade conducted by our industries through our responsive and improved port facilities will continue to expand and flourish.

Our port terminals in North Carolina offer many advantages to industry already established in the state and provide a favorable attraction for other industries considering our state as a site for new operations. Raw materials, partially manufactured goods, and finished products move through our ports to and from North Carolina in a two-way port service which is of immeasurable benefit to all business and industry throughout the state. Naturally, our port facilities are most sensitive to the particular needs of Tar Heel industrial interests. As a result, North Carolina ports have provided both specialized equipment and facilities to meet these needs. The facility which we dedicate on this occasion is an excellent example of this policy in action.

The Morehead City Port Terminal Bulk Cargo Handling Facility has been designed for the movement of phosphate cargoes. It is considered to be the most modern bulk cargo handling terminal in the world. Totally new concepts have been used, and the basic layout is designed so that its capacity may be doubled without disruption of basic operations and at minimal expense. The proportions of this complex are gigantic by any standards. The storage building is large enough to accommodate two football games at one time and seat many thousands of spectators. The continuous length of the belt leading from the storage building to the ship-loading tower is approximately four fifths of a mile. Three thousand tons per hour can be fed by the conveyor belt through the ship-loader. If the same quantity of material was moved by the average dump truck, 1,500 such vehicles would be required. The magnitude of the operations here is most impressive.

The financing of this $11.5 million complex illustrates the full potential of cooperation between the federal government, the state, and private industry to achieve sound industrial development on a large scale. The necessary funds were acquired through the joint efforts of the Economic Development Administration, the State Ports Authority, the Texas Gulf Sulphur Company, First-Citizens Bank and Trust Company, First Union National Bank, North Carolina National Bank, and Wachovia Bank and Trust Company. The construction of this Bulk Cargo Handling Facility is an example of what can be accomplished by government and industry. This is the type of cooperation I have sought to promote since the day I became governor. I have always believed that if government and private industry could cooperate fully in serving the needs of industry, then great results could be accomplished. The validity of this concept was never more visible than it is today.

The benefits from the operation of this Bulk Cargo Handling Facility will be numerous and far reaching. Activities will be extended in the facility itself as well as in the tugboat and barge-movement operations from the mining areas. Additional tugboat and pilotage service will be necessary at the port. Steamship agents, stevedore companies, and other similar port interests will also expand operations. It has been estimated that additional jobs in this area alone will total in excess of seventy-five.

The movement of phosphate cargoes is expected to increase the flow of other products through the port. For example, ships calling here for part cargoes of phosphate should find it advantageous to discharge or load other commodities while they are here. As a result, import-export trade will increase and job potential for the area will continue to grow. Phosphate mining operations are expanding rapidly in eastern North Carolina. The Texas Gulf Sulphur Company, the North Carolina Phosphate Company, the Magnet Cove Barium Company, and the FMC Corporation will make good use of this outstanding public facility for the movement of phosphate cargoes.

I appreciate the opportunity to participate in the dedication of this fine addition to our port facilities. I commend Chairman Ed Richards[211] and the members of the State Ports Authority for their dedication and leadership in this project. The Morehead City State Port Terminal Bulk Cargo Handling Facility truly opens up the sea for us in North Carolina and makes us even more fully citizens of the world.

QUARTERLY MEETING OF BOARD OF CONSERVATION AND DEVELOPMENT

Wilmington

August 4, 1968

Spectacular accomplishments, dedicated leadership, and hard labor were used to describe the work of the Board of Conservation and Development as Governor Moore opened his remarks to its members. He reviewed progress in industrial growth, pointing out that there had been 80 new plants and 152 expansions from January through June, resulting in 12,784 new jobs which paid an average wage of $4,500. In referring to other divisions of the department, the governor observed that their functions were not so well known as those of the Division of Commerce and Industry but added that the industrial achievements would not have been possible without proper conservation of the state's resources.

The Division of Mineral Resources, responsible for mapping and studying geology, was making it possible for the state to use its limited mineral resources to the fullest without waste. This division, through a constant program of research, was making possible utilization of resources not previously being used. It was also cooperating with the Geologic Branch of the Tennessee Valley Authority to develop a cooperative program whereby the preparation of geologic maps and mineral resource evaluation studies in the western area would be accelerated. The 1967 General Assembly authorized the state to join the Interstate Mining Compact and also created an Advisory Council to the Governor; the council was studying the effects of mining operations in North Carolina.

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[211] E. N. Richards (1910-   ), contractor of Raleigh; well known for large residential developments such as North Hills of Raleigh and shopping centers such as North Hills and Ridgewood in Raleigh and New River in Jacksonville; chairman of the board of the North Carolina Ports Authority; active civic and church leader. Information from office of Mr. Richards, dated September 21, 1966.

The Division of Forestry planned for and developed potential in the forestation program. Making seedlings available, providing technical assistance, using improved fire control methods, and fighting constantly to keep pests under control made the division an important one in state government.

Governor Moore continued with a brief discussion of the Division of Commercial and Sports Fisheries, which furnished information to help provide a sound basis for management of the coastal fisheries. A study of migration patterns, natural and fishing mortalities in the state's three species of commercial shrimp, and the location of commercially valuable stocks were all means whereby the division was serving in wise utilization of coastal fisheries.

North Carolina's excellent network of state parks, consisting of approximately fifty thousand acres of land and water, was protected through the efforts of the Division of State Parks. The State Parks and State Forests Study Commission, authorized in 1967, was preparing recommendations on long-range plans for catching up with the state's park needs. The governor referred to a recent grant from the federal government of $1,040,890.90 to help defray 80 percent of the total cost of land needed to establish Pilot Mountain as a state park; other funds were donated by private citizens and organizations. Additional projects of a similar nature were also under way.

The Division of Geodetic Survey, a small one, was a technical organization whose function it was to establish precisely located control markers throughout the state. The markers enabled engineers and surveyors to prepare maps and establish property lines with a high degree of accuracy. The system, called the North Carolina State Coordinate System, fixed definite points within the state to which each piece of property could be tied. Though most of the markers were in the Piedmont, the division was working to establish them in every growth area of North Carolina.

The Division of Community Planning was providing assistance to local boards and municipalities in beginning comprehensive planning programs. Advance planning was begun in forty communities.

The Division of Travel and Promotion had played a part in attracting travelers to the state, travelers who spent an estimated $647 million during the preceding year. Travel seminars were conducted in such far-away places as Tokyo, Hong Kong, and Honolulu. Efforts were also made to attract North Carolinians to their own state, and the state's first two welcome centers had only recently been opened.

In concluding, Governor Moore commended the Department of Conservation and Development for the work being done in each of its divisions.

SIXTY-FIRST ANNUAL CONVENTION OF THE NORTH CAROLINA ASSOCIATION OF COUNTY COMMISSIONERS

ASHEVILLE

August 20, 1968

Having served three and a half years as governor, Moore felt delighted but not complacent at what had been accomplished. Many of the state's services depended on support and action of county commissioners, however, and the close tie between state government and counties existed far back in history. The governor commended the commissioners for their service to counties and the state. North Carolina could not afford to stand still; change occurring in every aspect of human involvement and the necessity of moving forward had to be considered. In the area of education, for example, there was going to be need for additional participation by local governments in the matter of finances; without more local participation, greater federal involvement was to be expected. The governor referred to the need for adequate learning opportunities for those who worked with their hands so as to close the technological gap between people and jobs. In the area of welfare, the state and counties would continue to work jointly, with the state providing supervision and the counties providing administration. Moore recommended that the state undertake a comprehensive study of the problems of welfare as it had been doing in the area of public school education.

Governor Moore commended Harnett County commissioners for appointment of a study group charged with formulating a plan of action and with coordinating its implementation. He urged other counties to follow this example. The field of health was an area in which state-county partnership was providing services for all citizens. Various specific examples of cooperation were cited, and the governor briefly discussed the State Planning Task Force which had stimulated "the coordination of state and local efforts in a variety of programs." He said the state had borne the burden of taxation for schools and highways, but as the state commitment grew so would the local responsibility. He expressed the belief that the General Assembly should grant local governments the power to adopt a 1 percent sales tax, similar to the tax Mecklenburg County had adopted and found a source of substantial revenue.

Updating of county governments and modernization of their structure needed attention by the legislature and by the association of commissioners, and the governor recommended that government become more professional than it was. He put emphasis on the desirability of greater regional cooperation, on consolidation of services where two or more counties could operate a program more efficiently than could one alone. Moore reiterated that the challenges were many, but that "nothing is impossible when men and women of good faith and dedication work together for the common good. The challenges are but opportunities for a better North Carolina."

INDUSTRIAL DEVELOPMENT SEMINAR LUNCHEON

RALEIGH

September 5, 1968

The Industrial Development Seminar, a program planned jointly by the Division of Commerce and Industry of the Department of Conservation and Development and the North Carolina Association of Realtors, gave Governor Moore another opportunity to discuss industrial growth, the abundance of raw materials, the network of transportation, and most of all the human resources of North Carolina. As he spoke at the luncheon meeting, he commented on the habit of good government in the state and on the fiscal soundness of North Carolina. He singled out the services of the new regional representatives of the Division of Commerce and Industry for helping manufacturing firms as they looked for new sites and for assisting those already in operation in the state when they thought about expansion. He also paid tribute to the realtors who had aided in local development programs. The governor's prediction was that with "continuing interest and support, the state of North Carolina can move ahead soundly and consistently into the brilliant future for which it is destined."

DEDICATION OF THE INTERCHANGE AT THE JUNCTION OF ROUTES INTERSTATE 40 AND INTERSTATE 26

ASHEVILLE

September 10, 1968

DEED TRANSFER AND GROUND-BREAKING FOR FINAL LINK OF BLUE RIDGE PARKWAY

GRANDFATHER MOUNTAIN

October 22, 1968

DEDICATION OF INTERSTATE 40, PIGEON RIVER LINK

NORTH CAROLINA-TENNESSEE LINE
THIRTY MILES NORTH OF WAYNESVILLE

October 24, 1968

Governor Moore participated in three separate ceremonies involving highways in the western part of North Carolina in the fall of 1968. On the first occasion, the junction of Interstates 40 and 26 was dedicated. I-26 began at this interchange and extended to Charleston, South Carolina; I-40 began at Greensboro and extended to I-15, over three thousand miles away in California. The governor called the interchange, the only three-level one in the state, "the hub of the Asheville Area Expressway System."

Highways were a major interest of Governor Moore as part of his program of total development. The dedication of I-26 and I-40 interchange occurred September 20, 1968. (Photograph by Malcolm Gamble, *Citizen-Times*, Asheville.)

The dedication of the Grandfather Mountain link of the Blue Ridge Parkway occurred in the fall of 1968. (Photograph from Dan K. Moore Photograph Album, courtesy of Governor Moore.)

He gave statistics on the highway and its cost: four years to build, a cost of over $5.5 million, over two hundred acres for the interchange area, 14 bridges. A few weeks later he spoke at the dedication of still another link in I-40, a link which was an engineering marvel because of its construction through beautiful but rugged terrain; the 22 miles had cost over $33.5 million and the original appropriation had been made over twenty years earlier. Here again, statistics were impressive: 125 freight cars of explosives to open the way through the Pigeon River Gorge, places where the gorge was so rugged that engineers could stake out only 500 feet a day, and times when engineers had to be lowered from cliffs above with ropes around their waists. Governor Moore, in his September speech, stated that approximately $1 million was spent on the highways of North Carolina each working day, that a thousand miles of new and improved roads were added to the system yearly. Appalachian funds had been a great asset in the building of highways in the mountainous sections of the state.

Another milestone was reached on October 22 when the governor was able to announce that the many impediments to the completion of the Blue Ridge Parkway had been overcome and the deed to the right-of-way for the final link was being transferred. Hugh Morton,[212] representing Grandfather Mountain, had voluntarily conveyed to the state without cost all of the right-of-way needed from his property. The governor explained that there was much rock and little soil, that the geological formations would make the building of the last link expensive, but that the parkway would be a spectacular and beautiful highway when it was completed. Moore paid tribute to the Blue Ridge Parkway Association, made up of leaders in the travel industry along the route of the road in Virginia, North Carolina, and Tennessee; to the State Highway Commission; to the United States Park Service. Geologists estimated that some of the rock formations on the mountain were one billion years old; the oldest known rock formations in the world. The first breaking of ground for the parkway occurred at the Low Gap of the Blue Ridge Mountains on September 19, 1935.

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[212] Hugh MacRae Morton (1921-), photographer and real estate developer from Wilmington; educated, University of North Carolina, Chapel Hill; World War II veteran; president of Grandfather Mountain, Inc.; creator of "Sound and Light" show at the U.S.S. *North Carolina;* founder of Azalea Festival. *News and Observer,* April 8, 1951, December 8, 1965; North Carolina Battleship Commission File, Appointments File.

On the day of the transfer of deed for the last link, Governor Moore felt it fitting to hand to the park service representative not only the legal paper but a piece of the real estate, in the form of a rock a billion years old!

APPALACHIAN LUMBERMEN'S CLUB

Asheville

September 10, 1968

Forests, being a main resource of North Carolina, naturally played an important role in the economy of the twenty-three western counties where, in 1964, more than three hundred wood-using plants employed approximately twenty-three thousand workers. Governor Moore cited statistics concerning commercial forests, which occupied 72 percent of the land area, and non-commercial forest land, mostly within the Great Smoky Mountain National Park. The Pisgah and Nantahala national forests comprised over 900,000 acres. The governor discussed production of these forests, plans for future expansion of forest industries, and also some problems, such as the matter of cull trees and encroachment on forest areas by a growing population. The need for a balance between growth and drain meant a need for more production of timber on the remaining areas of commercial forest lands. A favorable balance would permit continuation of forest-based industries which were manufacturing furniture, veneer, finished lumber, and many other products, and also expansion into new fields, such as molded pulp and particle products, hardboard, and chemical byproducts. The governor touched on research programs, those of forest industries and forest landowners alone and those carried out in cooperation with the major universities and the State Forest Service. The Southeastern Forest Experiment Station, a facility of the United States Forest Service, provided additional assets.

A short summary of plans for the future was given by the governor. The State Board of Conservation and Development planned to ask the 1969 legislature for $1.7 million to begin a program to stimulate regeneration and production of timber on privately owned commercial forest lands. Hardwood seedlings of preferred species from superior stock would be provided by nurseries. These and other plans assured a sound future for the industry, and the chief executive concluded with praise for the members of the association, "citizens who have roots deeply imbedded in North Carolina soil."

REMARKS FOR LEGISLATIVE BRIEFING

RALEIGH

September 25, 1968

[Democratic nominees for high elective office met in Raleigh's Memorial Auditorium to hear Governor Moore summarize the accomplishments made under Democratic party rule. His confidence in the ability of the Democrats to assure continued progress in North Carolina was evident throughout his remarks to the leaders of the party. Though the Republicans carried North Carolina on the national ticket in the November elections, the state remained steadfast to the Democrats in its election of the party's candidates for governor, lieutenant governor, and Council of State members.]

I come before you today as a Democrat—proud of the rich heritage and accomplishments of the past and eager to share with you the excitement and challenge of a glorious future.

I come before you today to deliver one message: North Carolina needs *you*!

You are the Democratic nominees for high elective office. I believe it is imperative for all of us to do our utmost to insure your election to the offices for which you have been nominated. As you will soon see, we have made an enormous investment of brains and money in programs intended to promote and assure continued progress for North Carolina. I believe the Democratic party and its nominees can best provide the leadership which will be essential to our growth and development in the days ahead. I do not believe that the people of North Carolina can afford the dubious luxury of turning this investment over to a Republican party ill prepared to lead and poorly equipped by experience to govern. All that we have built must be maintained, and upon that bedrock, new foundations must be laid for that continued dynamic growth which promises to be the destiny of North Carolina.

You are going before the people, and the opportunity which is yours is to tell them the good news about North Carolina life and government, and how the *Democratic party* made it happen.

We have assembled an enormous and veritable treasury of information for your use. I urge you most strongly to read and digest *all* of it. It tells an exciting story of success in state government, made more real by the leadership of great Democrats who forged the continuous chain of creativity and imagination from the dawn of this century to the present hour. It tells the story of just how North Carolina got to be where she is, and it provides the foundation for growth and expansion as we emerge from the threshold of greatness toward the very summit of success and achievement.

Time does not permit me to talk to you in detail about any one of the state services or state programs which is analyzed in the packet we have prepared for you. I would, however, like briefly to discuss some of these programs with you, and again I urge you to study the information we have provided you and to examine it in detail.

State government has become an enormously big business. As our state grows, the demand for state services increases. While every economy has been practiced during my administration, still, the total General Fund programs and services have increased 54 percent; and in the last ten years they have increased 168.3 percent. We are fortunate in having had a growing economy. Tax revenues flowing into the General Fund for 1967-1968 show an increase of 38 percent over the past three years, and yet while almost all states and the federal government increased taxes to meet their basic needs, we in North Carolina are enjoying the benefits of a tax adjustment recommended by me and enacted into law by the 1967 General Assembly.

Personal income in North Carolina is climbing at a faster rate than any other state in the Southeast. The rate of growth in personal income exceeds the national average and leads all states in the Southeast.

Economic progress in the state is broad based. We created 141,628 industrial jobs between January 1, 1964, and June 30, 1968. During this period we had 2,373 new plants or expansions of existing firms resulting in a new investment of $2,407,546,000 with additions to payrolls in this state of $551,096,000. At the same time we were achieving this industrial progress, cash receipts from farming increased, between 1964 and 1967, by about $78 million, an increase of over 6 percent, for a total of $1.341 billion.

This shows that we are achieving progress in helping to make a better life for all North Carolinians. Our citizens are making more money and as a result, the state is collecting more taxes to meet the basic needs of the people.

The prime factor in the economic progress that has been achieved is the quality of the business and agricultural leadership in the state. State government has had a part to play, however, in this progress. We have had an aggressive industrial development program coupled with good planning. The state has invested heavily in our agricultural agencies and institutions to provide the research, education, and services needed to make our agriculture prosperous. The General Fund appropriations for the 1967-1969 biennium are $25,643,918. This represents an increase of 20 percent over the General Fund expenditures in the 1965-1967 biennium.

The state has not only appropriated money but has taken direct action to help solve some of our problems in agriculture. The Flue-Cured Tobacco Marketing Committee, composed of tobacco farmers, warehousemen, and buying companies, has demonstrated this year that we can, by working together, have more orderly marketing of tobacco. In addition to creating this marketing committee, we have taken other positive steps to improve the efficiency of the tobacco industry. We have brought together the scientists from our universities and our industrial leaders to speed full mechanization of tobacco. At the same time, we emphasized diversification of our agriculture. We recognize that if this is to be achieved, we must also make progress toward mechanization of our fruit and vegetable production. The needs of the people are profound and all indications are that they will increase as we approach the 1970s. I do not know what the projections for the decade ahead will be, but I do know that the state of North Carolina, under enlightened and dedicated leadership, has responded to those needs in a typically determined and superlative effort to bring the realities of a better life to every home in North Carolina and to insure the future progress and development of our people.

One of the principal goals of my administration has been to provide an emphatic stimulus to the cause of public education. Believing that the future of North Carolina resides in developing the genius of our children, it has been my continued effort to make the advantages of superior education available to our children as never before, and I believe we have made outstanding progress in that direction. For the fiscal year ending June 30, 1968, 73 cents out of every General Fund tax dollar went to support public education. The 1967-1969 appropriation for education showed an increase of 47.5 percent over the 1963-1965 appropriation, and an increase of 151.6 percent over the commitment of the 1957 General Assembly. In four years, we have increased appropriations for public schools by 36.3 percent; to community colleges by 226.9 percent; and to higher education by 89 percent. We spent 119 percent more money for public schools than we did ten years ago. We spent 516 percent more money on community colleges than we did then, and we spent 306 percent more on higher education than we did a decade ago. Free textbooks, a more-than-30-percent increase in teachers' salaries, and the extension of various educational programs have stood out as prominent and lasting achievements. To point the way for the future, a comprehensive study of our public schools is nearing completion.

At the present time the system of higher education in North Carolina consists of seventy-one colleges and universities, more than any other state in the South except Texas. Enrollment in these institutions now totals approximately 126,000, or roughly 20 percent more than the total enrollment in higher educational institutions in the fall of 1965. An estimated 62 percent of the current total is attending public colleges.

Facilities on all campuses are increasing rapidly. The state authorized $138 million for capital improvements at the twenty-nine public institutions for the current biennium. At public institutions over two hundred new buildings have been put in operation within the past four years. The operations budget at the twenty-nine public institutions is approximately $221 million.

A long-range plan for higher education is being completed by the State Board of Higher Education. It will be released in November and will provide a sound basis for the future development of higher education in North Carolina, just as a study of our public schools will provide a blueprint for the future progress and development in this all important area of public education.

One of the most exciting and dynamic stories in North Carolina has been the growth of our community college system. In three years, the total number of persons served by the North Carolina Department of Community Colleges has increased from less than 80,000 to more than 200,000. The number of institutions in full operation has grown from twenty-six to forty-three. State and local governments have responded admirably and have given increased financial support to this most important facet of North Carolina life. I regard the development of our community college system as one of the truly outstanding achievements of my administration, but I know that, phenomenal as the growth has been, it is only the beginning. We must define and meet by careful planning the needs of the people in this area of North Carolina life.

This is a great record, and it is one of which we should be enormously proud. It is a tribute to the wisdom of our elected representatives in the General Assembly that they have seen and met the fiscal needs of our educational system. I am proud of the legislatures which have been elected to office during my administration, and I hope that the next governor of North Carolina will have the wise and willing associates that I have had. Under the leadership of David Britt, Pat Taylor, and Bob Scott, those two general assemblies helped this administration make historic progress in education and in all other fields of governmental endeavor.

Another one of North Carolina's greatest achievements is the network of roads and highways which has been built in this century under Democratic leadership, constructed on the basis of need and upon an established system of priorities, resulting in a network of roads which move people and goods rapidly, comfortably, and safely. Great progress has been made and more is needed. We have almost doubled the total expenditures by the State Highway Commission since June 30, 1961, and as of June 30, 1968, total highway expenditures reached a new all-time high one-year level of almost $332 million. The highway system now comprises more than seventy-three thousand miles. With the cooperation of the legislature and with the support of the people, we committed ourselves to a $300 million road-bond issue in 1965, authorizing the Highway Commission to spend $60 million a year for five years for additional road construction. North Carolina's rapid economic development transition from an almost purely agricultural economy to an industrial economy brings growing needs, and we must find funds to meet those needs. For this reason, I appointed the special Highway Study Commission to look at the needs of our highway system and the operations of the Highway Department. The results of this study will be made available to the governor and the 1969 General Assembly and will provide a basis for our approach to the highway program in the years ahead.

The Department of Mental Health was created in 1963 to consolidate and to provide a coordinated means for the development of state services in mental retardation, alcoholism, and mental health. My administration spans four fifths of the existence of this department. With strong financial and legislative support, the department has been able to make significant progress in welding together separate interests into a single system, and we have emerged as a leader in the field of progressive mental health programming. In four years, we have increased the number of persons cared for in community programs by 96 percent, and we have increased the expenditure of total state funds by 192.9 percent. I am pleased with the approach and the development of this growing state agency which must deal with the afflictions of the mentally ill, their families and loved ones. The needs of North Carolina will unfortunately continue in this area, and we will need enlightened legislation and executive leadership in providing necessary state services.

Considerable improvements in welfare services by the state have been made under Democratic administrations. Improved administrative procedures have resulted in more prompt delivery of assistance and services to the state's indigent, old people, the disabled and medically disabled, and dependent children. Steady improvements have been made in providing more nearly adequate payment for indigent patients in hospitals, in nursing and intermediate care assistance, and in homes for the care of the aged. In addition, I have recommended that the next administration and governor study public welfare to see how our services in this area may be improved.

North Carolina's gateways to the sea and to the world are our port terminals at Morehead City and Wilmington. From an investment of $7.5 million in 1949, we have grown to a total capital investment of over $38 million today. From an income of less than $100,000 in 1952, the state's revenue rose to over $2.5 million last year. Eight hundred merchant vessels flying the flags of twenty nations visit our ports each year. One hundred and seventy-six million pounds of North Carolina tobacco leave the dock side at Morehead City every year, bound for the ports of the world. Increased attention to these two great port terminals and their effect on North Carolina life must be given in the years ahead. I have asked the Highway Study Commission to examine the adequacy of highway connection with these ports to the other parts of North Carolina. The growth of these ports demonstrates the true entry of North Carolina into the life of the world; as we proceed into the next decade, I envision great benefits which will derive to North Carolina by virtue of our port facilities.

The continuing problems of traffic safety have presented my administration with perhaps its greatest challenge, and in this area I believe we have made some of our most substantial progress. The great advantages of automobile inspection as recommended by me and adopted by the 1965 General Assembly will become more pronounced in the years ahead. I believe that this, together with the use of more modern and accurate law enforcement techniques, will pay great dividends in future years. We are slowly coming to realize and accept the philosophy that the operation of a motor vehicle is a privilege and a responsibility, and that extraordinary care and attention should surround and accompany its use. In the past four years, we have set the stage for future improvements in traffic safety. I believe the years of 1965 into 1968 will be remembered as those in which the executive and legislative branches of government in North Carolina formally recognized the need for coordinated action in highway safety and made great strides in solving the problems which are inherent in an era of busy and rapid transit.

All that we have achieved could only have been accomplished in an atmosphere where law prevailed. Our hope for the future is associated directly with the continued maintenance of that atmosphere, where good order and justice prevail for all citizens, and where the forces of disruption are not permitted to stay the hand of progress, or intrude upon the liberties of the innocent and the law abiding. In the years ahead, the leaders of North Carolina will be called upon to meet the challenges of change, and I know and believe that they will do so with courage and fortitude.

Much more could be said about so many programs which benefit the people of North Carolina. Much more could be said about the problems and challenges of the years ahead. I hope that as you read and study the documents which we have given you, you will come to a full realization that these last four years have been years of careful planning and coordination directed toward the elimination of waste and inefficiency in government and the abolition of duplication. Many studies are under way which will guide us as we approach the next decade and the challenges which it will bring. I believe these studies will be useful to the elected and appointed governmental officials of the state, and I eagerly await their completion.

As governor of North Carolina, I have tried to emphasize, not one or two areas for special attention, but instead I have tried to bring about a total development of all of our resources—human, natural, and man-made—all to the end that North Carolina can become all that we want her to be, and all that we should be. I hope that as public officials, you will develop the same interest and place the same emphasis on all of our problems because I know that we share the same hopes for the great state in which we live. We must dare to dream, and we must make those dreams come true.

LUNCHEON FOR PREMIER SHOWING OF PIEDMONT CRESCENT FILM

RALEIGH

October 3, 1968

People, Governor Moore remarked, "are our most important resource for continued progress in North Carolina." He said that the state had some of the most talented individuals in the United States, and he expressed delight that the group gathered at the Sheraton-Sir Walter was able to view the Piedmont Crescent film with him. When he assumed office, he had pledged to work for the total development of North Carolina, which meant continued progress in industrial development; adequate training and education for children and adults; continued progress in highway construction; utilization of natural resources; and meeting of special needs in the way of housing, recreation, health services, and job opportunity. These challenges were underscored because wise use of both human and natural resources was essential if future administrations were to expect continued progress in an orderly way. The state was in the largest industrial expansion ever known; it was building more and better roads than ever before; it had authorized the largest outlay in history for capital improvements at institutions of higher learning; its public school system was one of the finest in the nation; and progress was being made in housing, recreation, the tourist industry, medical care, and related areas.

Progress had indeed been made, but without sound planning to enable others to make wise decisions, a continuation could not be expected. The governor called private enterprise "the backbone of our economy." For private enterprise to prosper, state and local governments had to look ahead; this meant planning. Planning had been an integral part of the total development goal; as he had done in other speeches, Governor Moore mentioned the State Planning Task Force and its function in state government.

The Piedmont area, heavily industrialized, had experienced growth, growth which in turn made demands on local governments. While initiative for finding solutions rested with local government, private enterprise, and citizens working together, state government could help provide answers. Highways and roads were cited as an area in which cooperation had meant progress. Governor Moore, who noted that the Piedmont Crescent film vividly explained the need of working together, expressed pleasure at progress which had been made during his administration. He concluded with the hope "that through planning we have laid some of the groundwork for meeting those challenges in North Carolina."

GOVERNOR'S ADVISORY COMMITTEE ON BEAUTIFICATION

ASHEVILLE

October 13, 1968

At the quarterly meeting of the Governor's Advisory Committee on Beautification, Governor Moore recalled the 1966 conference held in Raleigh at which time recommendations had been presented to him dealing with highways, comprehensive planning, and natural resources. He had shortly thereafter appointed this committee.

Moore stated that "beautification means the logical and orderly development of all of the resources of our state." He expressed belief that "a solid and sound beginning toward the preservation, conservation, and extension of beautification" had been made. In May, 1966, his wife and about thirty women had toured North Carolina in an effort to stimulate interest in the program and to confer with local and regional leaders. One ambitious and successful project undertaken by the committee had been the litter-prevention campaign in the elementary schools. A publicity campaign launched by the committee had also been successful. The 1967 General Assembly provided for personalized license plates, with the provision that funds derived from the additional cost of the plates were to be earmarked for use by the Governor's Advisory Committee on Beautification.

With permanent headquarters in Raleigh, the committee was considering numerous projects. The governor reminded the members of the many initial recommendations remaining to be considered and carried out, of the vast reservoir of support in garden clubs and civic groups, and of his confidence that the 1969 legislature would listen to the committee as it presented its needs and objectives. Moore concluded: "I can leave you with a sense of pride and satisfaction for all you have accomplished in a virtually short time and the worthwhile goals which you have set for yourselves in the future. . . . Thank you for what you have done and for what you will do for North Carolina in what promises to be a dynamic and a beautiful future."

CONFERENCE ON COASTAL PLAINS DEVELOPMENT

WILSON

October 21, 1968

[The Coastal Plain region of North Carolina was primarily agricultural in its economy, though diversification was rapidly changing its face. Despite progress, the area had not developed as rapidly as had the Piedmont, and the eastern North Carolina counties faced some problems which were unique. Governor Moore devoted serious attention to the peculiar situation of this region, and his conference on its development merited considerable acclaim for foresight and careful planning.]

Thank you for coming to this Conference on Coastal Plains[213] Development. In May, 1966, many of you gathered in this same building for the first of a series of conferences which I called in different sections of our great state to announce the program for total development for North Carolina.

Looking back to that conference, I think each of us recognized the tremendous challenges and opportunities for a total development program. None of us thought that total success could be attained in this administration, or even in the next, but we recognized that by working together much sound progress could be made.

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[213] The eastern section of North Carolina is generally referred to as the Coastal Plain. The plural form is used when reference is made to the eastern sections of several states, such as the Coastal Plains Regional Commission which incorporates the eastern counties of North Carolina, South Carolina, and Georgia. This conference was, however, called the Coastal Plains Conference, though it applied only to North Carolina.

We recognized that if North Carolina was to continue to move ahead in providing new opportunity for all its people, a broad-based program of development was required. This we have provided. We recognized that the effort necessary would require the active support and participation of countless thousands of North Carolinians working together. This, too, has taken place.

We have made considerable progress, and I think we have a right to be proud, but we have not completed the task we undertook in the spring of 1966. My purpose in calling you here today is to point to some of the continuing challenges that we are facing in eastern North Carolina and to give you some of my thinking regarding the direction we might take to meet these challenges.

A major indication of progress in the Coastal Plain is the number of new industrial jobs that have been created and the new income that has resulted. Tourism has expanded rapidly. Progress has been made in agriculture as indicated by higher incomes. We have also made progress in such things as education, health, and transportation. These factors provide the base for further progress.

Let's look at some of the figures that show how much progress has been made in these areas. In the forty-five counties that are included in the Coastal Plain region, our program of industrial development created 40,563 new jobs between January 1, 1965, and June 30, 1968. This came about as a result of 571 new plant locations or expansions. Industrial expansion has resulted in $774,918,000 of new investment in the region. Some $155,314,000 has been added to the payrolls of people in eastern North Carolina.

Tourism has become one of the biggest industries in North Carolina. Eastern North Carolina has made tremendous progress in this area. Between 1964 and 1967, expenditures by tourists in the Coastal Plain region increased by $115 million—from a total of $350 million to $465 million.

I am concerned that there are those who would sell agriculture short in North Carolina. This is still our basic industry, and we are proud of the job being done by farmers and the agencies and institutions serving agriculture. Between 1964 and 1967 gross sales of farm products in eastern North Carolina increased by nearly $59 million to a total of about $934 million. The value of these farm products to Coastal Plain counties was increased much more by processing and manufacturing.

In education, the number of students enrolled in the public schools in eastern North Carolina increased from 490,508 to 493,842 between 1964 and 1968. Some 25,792 students graduated in 1967. About 8,908 of these enrolled in college. Some 3,678 of them enrolled in technical institutions and business schools. This means that about 50 percent of our high school graduates went on for further training.

We have added considerably to the educational plant in eastern North Carolina. During my administration, some $615 million has been invested in public school education. We added eight new technical institutes and expanded twelve more between 1964 and 1968. This represents a total investment of nearly $20 million. Schoolteacher salaries were increased more than 30 percent during this period. We also invested heavily in the senior colleges and universities in eastern North Carolina during this period. About $237.5 million from all sources has been budgeted.

Tremendous expansion has taken place in hospital and medical facilities in eastern North Carolina. About $46.4 million has been invested in new hospital construction. Another $6,905,408 has been invested in clinics and public health facilities. Some $9.9 million more should be approved for medical facilities by January 1 of next year.

In the area of transportation, some 545 miles of primary highway construction have been authorized for eastern North Carolina. Another 762 miles of secondary roads have been approved. This represents a total investment of $225 million.

Airports, vital to economic development in this day and age, have been expanded or improved in sixteen communities in eastern North Carolina. Another four airports will soon be under construction. The total amount of money that has been authorized for commercial airport expansion or construction in eastern North Carolina is $9,126,968.

Eastern North Carolina is blessed with two major state port facilities. We are proud of the way they have developed in recent years. Between 1964 and 1968 the tonnage of general cargo going through these facilities increased from 786,524 to 1,085,574 tons.

The new bulk facilities at Morehead should be a source of pride to all of us. The loading facilities there utilize the latest technology that is available with a capacity to load 3,000 tons per hour. About $11.5 million has been invested in this facility.

Agriculture in the East has been making rapid strides. To insure continued progress in this vital sector of our economy, the state of North Carolina appropriated $25.6 million in the 1967-1969 biennium for research, education, and services. This is a 20 percent increase over expenditures for these items in the 1965-1967 biennium.

Despite this solid progress, per capita income is still relatively low in eastern North Carolina. Although per capita income increased 25 percent between 1962 and 1966, it was still $1,312 less than per capita income in the nation in 1966. We must change this in the years ahead—not only catch up with the rest of the nation but surpass it.

We still have a tremendous challenge facing us in agriculture. We must not only develop our farming potential but look to the opportunities in agricultural businesses. With increased demand for processing, expansion in agri-business is almost unlimited.

The experts tell us that we will continue to lose farm employment as a result of mechanization. This represents a challenge to us in getting the kinds of industrial jobs that will absorb these workers.

In achieving industrialization, we must face the problems of urbanization. As our cities grow in size in eastern North Carolina, the kinds of public services and facilities required to support an industrial economy must be provided. We will have to provide educational and health facilities, water and sewer facilities, streets, and many other services necessary in an industrial-urban economy. Proper planning now can help prevent problems in these cities before they occur.

Eastern North Carolina is blessed with a tremendous resource base, suggesting unlimited potential for future development. It has abundant land and water resources and a climate that is suitable, not only for agriculture, but for industrial development. The Atlantic Ocean has a great variety of resources and a great deal of attention is being given at the national level to ocean exploration and to the full development of marine resources.

How do we meet the challenges that still face us in achieving total development? It is essential that we recognize that there are no simple, easy answers. A broad, comprehensive approach is necessary.

The actions that have been inaugurated to help meet these challenges form the foundation to move ahead. One of the first things that was done in our total development program was to try to create an organizational structure that would permit us to generate and maintain a comprehensive attack on the problems. Important elements in this organization include the State Planning Task Force, the Governor's Economic Development Council, the multicounty planning groups, and the Coastal Plains Regional Commission.

These basic planning and development bodies are actively seeking solutions to the problems. In addition to these continuing planning groups, I have initiated several major studies during the course of my administration to help provide the kinds of information that will be vital to future progress. Included among these is one on higher education, one on public school education, one on highways, one on local government, and one on revisions that need to be made in the constitution.

A comprehensive health planning organization has been created to determine how to meet future medical needs throughout North Carolina. Just recently, we received funds for the development of a long-range plan to support our law enforcement agencies in providing the stability necessary for our total well-being as well as economic growth.

In the last few weeks, we have taken steps to speed the full development of our marine resources. A marine resources council has been appointed to work with all of the universities and government agencies in the state to provide us with a unified working plan for full development of these resources. We are working with the national office of sea grants in this effort and the result of this plan will help us tie in effectively with the Coastal Plains Regional Commission's program in this area.

Solid foundations have been laid for meeting the challenges of economic development in the future. We recognize, however, that improvements can be made and that the entire organization for development needs to be strengthened. Specifically, a more tightly knit statewide policy that would pull together all the planning activities at the federal, state, and local level is needed. The State Planning Task Force, which has been made a permanent division of the Department of Administration, should form the nucleus around which this can be accomplished.

An important aspect of such a statewide program includes multicounty planning organizations. A study is under way to help determine where multicounty boundary lines should be drawn throughout the state. There are so many groups involved in development and so many have an interest in these multicounty planning bodies that this study is essential. It will form the foundation around which people can be brought together to determine what set of boundary lines would most nearly satisfy all of the interests involved.

The federal government has indicated that its support and resources for locally initiated programs will be funneled through multicounty groups that we create at the state and local levels. This will permit us to make our own plans and take advantage of federal resources where they are available.

Let me emphasize that we must work in partnership at the state and local government levels in a spirit of cooperation for progress. Working together, we can take the initiative for planning our own economic development. The federal government is a vital resource that we must draw on to help, but we cannot expect it to do the job for us.

In addition to strengthening the overall planning capability of the state, continued progress toward total development will require a more concentrated program to develop human resources. We will need able people to man the new jobs we create, and this means we must fulfill their special needs.

It is also important that we give concentrated attention to natural resources in this state for long-range development. We want to use these resources fully in bringing economic development to the state. It is equally important, however, that they not be exploited for short-term gains so that over the long run we will have trouble sustaining our growth. Attention needs to be given to how the state can be more effective in managing our natural resources.

A very important program that can help eastern North Carolina realize its potential for development in the future is the Coastal Plains Regional Commission. I see this program as the mechanism for sound intergovernmental relations. It can help us bring about a truly effective alliance between local, state, and federal governments in full partnership with private industry. We view this program as the form for all of our efforts.

Government, of course, does not have all the answers nor can it alone do the job required. It can stimulate; it can point to areas of particular need; it can foster planning and preparation. In other words government can be the pump primer, but for a steady flow of progress to be obtained, it takes more than government.

It takes private enterprise: business, industry, agriculture. A thriving, growing private economy is the key factor in progress, and government's role should be that of a junior partner helping to develop and seeing that all citizens have an opportunity to share the fruits of growth and development.

The expanded school facilities are worth little unless good jobs are available for those who take advantage of the educational opportunities. The access roads are important to more people when they lead to better jobs. The airports are of little use if individuals and companies do not have airplanes.

In other words, if manpower is to be developed, if recreation facilities are to be utilized, if lasting progress is to be made, then private enterprise must develop. There must be people willing to invest, to work, to try out new ideas; there must be a climate to give them reasonable assurance of success.

This is a part of the process now occurring in eastern North Carolina, as well as in other areas of this great state. I think we are taking advantage of new opportunities for private enterprise throughout this Coastal Plain region, and I believe that these advantages will grow and that companies—both employers and employees— will prosper.

I look back over the last few years and see the examples of the faith that many large corporations and many individuals have placed in this area. I recognize that that faith has neither been misplaced nor treated lightly. I am confident that the future will bring new and additional opportunities for private development.

All of this, of course, comes back to people, to the men and women and children of eastern North Carolina, to your friends and neighbors, to you. What we are trying to do in state government today, what we are trying to accomplish with this Coastal Plains Regional Development program is to provide a better way of life for every citizen. This is the purpose of the total development programs of my administration. It is a goal worthy of our greatest effort, and it is essential. The final success is dependent, not upon government alone or upon private enterprise, but upon the interest and participation of people.

In other words, my friends, the future of eastern North Carolina depends upon you. I hope this conference will increase your pride in what has been accomplished and that it will increase your enthusiasm for what can be accomplished in the months and years ahead. I hope that when you return home you will accelerate your efforts to move this wonderful region forward and that you will be an inspiration to others to do likewise. Eastern North Carolina—and all of this great state—will become in the future what you would have it become. It depends upon you.

REMARKS ON REPORT BY THE BOARD OF HIGHER EDUCATION

RALEIGH

November 26, 1968

[A study of higher education was initiated by Governor Moore in 1966, its purpose being "to define higher educational needs and resources in North Carolina." The study involved long-range planning for the state-supported institutions and was called by Governor Moore, in the statement accompanying copies of the 497-page report, "the most comprehensive study of higher education in the state's history." The report provided "recommendations to assure wise utilization of higher educational resources for the future and particularly through 1975." *Planning for Higher Education in North Carolina* was formally presented in ceremonies held at Raleigh's Memorial Auditorium. At the time of distribution of copies, the governor said public concern was essential if improvement was made in public or private higher education, that "the key to this is YOU, the citizen. I urge you to read this report, form your opinions, and help provide the type of higher education needed in North Carolina."

The recommendation of a new agency to supervise the state's public universities and colleges met with immediate reaction from several of the leading administrators of the institutions which would be affected. President William C. Friday of the University of North Carolina said the idea "raises some serious questions that would have to be considered carefully." Appalachian President William Plemmons commented on the suggestion of such a board, saying it "works well in some states, but not so well in others." East Carolina President Leo Jenkins, more outspoken, stated, "I believe we must be extremely wary of a superboard." (See the *News and Observer,* November 30, 1968.)]

The presentation today of the report *Planning for Higher Education in North Carolina* marks the beginning of a new era in higher education in the state. At last North Carolina has a comprehensive report on the status of public and private higher educational resources. At last there exist carefully considered recommendations as to how the people of the state—through their elected officials—can improve and develop programs, facilities, and institutions. This report can be the sound basis upon which higher educational resources are developed in the years ahead.

The members of the Board of Higher Education have rendered a major service to North Carolina. I would like to recognize each of them.

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[At this point Governor Moore recognized each member of the Board of Higher Education by name. For the names of those who served on this board, see pp. 733-734.

I want to thank the Board of Higher Education and its staff for the many months of study, thought, and hard work which are so obvious in this landmark report. Each of you has given dedicated and objective service to the people of North Carolina. Your task certainly has not been an easy one. You have not evaded the difficult and complex problems confronting higher education in this state. Your decisions have required considerable knowledge, discussion, and, I am sure, at times compromise. Even so, your efforts will not receive unanimous support, but you have given North Carolina something it has not had before and something it has needed for a long time.

Certainly, the presidents of the institutions of higher learning and members of their staffs and faculties are to be commended for their recognition of the importance of this study and for their cooperation in it. Their contributions have been essential in the preparation of this report, even as their continuing interest is essential in moving forward the state-supported system of higher education. Used well, I believe this report will help all concerned in their future efforts, even as they work together to strengthen the overall state system, to make increasingly better use of available resources of the various institutions.

This study of higher education was the first of several such studies undertaken during my administration. The public schools, highways, and the state's economy are other major areas of state service which have received careful study. Those reports will be made public within a few days. Together—or, perhaps, even individually—these studies will be among the more important contributions of my administration. They help to constitute the first major effort at long-range planning ever undertaken by state government in North Carolina.

I cannot overemphasize the importance of long-range planning to state government. Costs for higher education and other areas of service are continually increasing and public monies must be wisely utilized. If the state does not provide the necessary services, then needs will be unmet or the federal government will step in with programs often unmeaningful to state problems. Failure to plan ahead can bring indecision, duplication, unnecessary programs: in short, chaos. Adequate planning can be the difference between doing or not doing the necessary job for the people of North Carolina.

For this reason, I would like to emphasize that this report on higher education does not mark an end to study or research. Rather, it must be the beginning of continuing systematic, statewide study of higher education. I concur in the board's suggestion for the development of a total information system of collecting, analyzing, and storing data on higher education. Such information, even as this study, would be of untold value to future governors, general assemblies, and agencies and institutions concerned with projecting needs and solving problems of higher education.

I would emphasize further that North Carolina must—as the Board of Higher Education has done in its study—look to the total needs of the state. Priorities must be established, not for institutions alone, but for the entire system of state-supported higher education. North Carolina must provide the greatest possible range of opportunities for every citizen. In this regard, the needs of the individual citizen, of the single institution, and of the state, must all be considered in a context of total responsibility. The institutions should be considered, not as ends in themselves, but as integral parts of the overall system. Planning and priorities must be based upon knowledge and goals for the entire system.

Private and church-related higher educational institutions also must be taken into account. They have and are today performing a major service to North Carolina. This state cannot afford to see the role of these private institutions diminished. In fact, I believe that the state has an obligation to assist them in their further development, to cooperate with them in educational programs, and to involve them in planning and in the development of priorities. I very strongly concur in the board's recommendation that a further study be made to determine how best the state can implement a program of assistance to private higher education.

The state of North Carolina, as noted in the goals set forth in the report, must take the necessary steps to provide a system which will help the individual—every individual—achieve self-fulfillment. It also must produce the qualities and skills which society needs. These and other goals set forth in the report are most important to North Carolina. I urge you to familiarize yourself with them and to seek their fulfillment. They are the first such goals set for higher education since Governor Aycock launched the ambitious program to provide for every child "the opportunity to burgeon out all that there is within him." The goals established by the board are but elaborations and expansions of that worthy purpose.

In fact, the recommendations contained in the report are all made with the goals in mind. I commend these 118 recommendations to your attention. I am certain you will be relieved to learn that I will not attempt to comment on each one today. Several, however, will serve to demonstrate, not only the importance of study, but also the need of establishing priorities. They will also serve to demonstrate that North Carolina must begin now—even as we continue to plan—to provide for higher educational needs at the colleges and universities.

Libraries offer an excellent case in point. They are the centers of learning on the campuses, the number one learning-resource facility. Yet the board concludes in its report that "the libraries in most of the colleges and universities in North Carolina suffer from severe deficiencies in holdings, shortages in qualified personnel and inadequate space." This situation must not be allowed to continue. In addition to normal funding for libraries, I have requested the Advisory Budget Commission to recommend in its proposed budget for the coming biennium sufficient funds to begin eliminating deficiencies in libraries at state-supported institutions.

Another matter of particular concern to me in the report is the relatively low percentage of students who seek to continue their education beyond the high school level. Just over one third of the young people eighteen to twenty-one years of age in North Carolina are in post-high school training and education. For the nation, over one half of this age group is in some type of higher educational program. It is essential, not only to the future of the young citizens, but also to the future of the state that many more enroll in colleges and universities and in the institutions of the community college system.

I cannot overemphasize the importance of the community college system to higher education. Tremendous progress has been made during my administration in expanding this system. There are now fifty technical institutes and community colleges in the system, one within commuting distance of about 90 percent of the people, but what is now being done through this system is only a sound beginning of what it must do in the years ahead. The "open door" policy is no longer enough. There must be a reaching out and recruiting effort made by the community college system, and programs must be broadened and developed to meet the needs of a progressive people and a growing state.

Perhaps one of the major reasons comparatively few young North Carolinians avail themselves of higher educational opportunities is lack of funds. In spite of a growing economy in recent years, many families do not have the finances necessary to meet the increasing costs of higher education. I agree with the board that programs of student financial aid be substantially strengthened and expanded in the years ahead. I have requested that the Advisory Budget Commission recommend a strengthening of existing scholarship and assistance programs in the coming biennium. I feel as the board recommends, however, that a special commission should be authorized by the 1969 legislature to consider a statewide student assistance program, applicable to North Carolina residents who attend public and private colleges in the state.

The role of the traditionally Negro institutions must be expanded in the years ahead and sufficient support must be provided for their proper development. Salaries, course offerings, remedial assistance, admissions, etc., all must be given special attention. The institutions, themselves, have a major part to play in this development effort, but, as the board points out in its report, they cannot do the job without substantial help from the state. As I did in 1967, I have again requested the Advisory Budget Commission to recommend the appropriation of special funds to be administered by the board in assisting the rapid and proper development of these institutions.

Having served as chairman of the trustee board of the University of North Carolina and as a member of the board of a church-related college, I was most interested in the Board of Higher Education's comments on the role of trustees. An individual assumes broad responsibilities when he becomes a trustee. The board in its study, however, found that many trustees are not fully aware of their responsibilities and obligations. I concur in the board's recommendation that each college and university give continuing attention to both formal and informal orientation of all trustees.

No institution's educational program is any stronger than its faculty. For this reason, I am particularly impressed with the comprehensive chapter on faculty in the report of the board. I concur in the board's recommendation that all public institutions at least meet the minimum faculty standards for regional accreditation. There also is merit in the board's recommendation that distinguished professorships, such as the "University Professors" at the University of North Carolina, be established at the public senior colleges and the regional universities. Attention must be given to strengthening faculty programs at all state-supported institutions.

There are, of course, many recommendations in this monumental report upon which I could comment. I recognize, however, that the value of this study is not what any one person thinks of any particular recommendation. The value is much greater than this. I am certain there is much in the report that will receive general agreement. At the same time, there are other areas which will cause further thought and prompt additional discussion among many citizens. Two such areas are the future financing of higher education and the future structure of the state-supported system.

I commend the Board of Higher Education for the manner in which it has approached these most essential subjects. There is no question but that higher education is going to cost more in the future just as all other governmental services. I think it is already evident in North Carolina that we must look at the total system of higher education and plan for the utilization of resources where they can do the most good for the most citizens. The total information system proposed by the board is essential, in my opinion, if future governors and legislators are to have adequate and reasonable estimates of total needs. With such information, the financial problems of the future can be more readily solved.

The future structure of higher education is another area that demands considerable thought. The board, in its report, has recommended that the General Assembly create a single agency with budgeting authority to plan and coordinate higher education. It further has recommended that the higher educational planning and coordinating functions of several existing agencies be transferred to the single agency. The ideas have merit. As the board suggests, however, careful consideration should be given them and ample provision made for full public discussion before any specific recommendations are made to the General Assembly.

While I would not presume to suggest a form for the future of higher education, I would emphasize the need for an agency such as the Board of Higher Education. I feel very strongly that the report *Planning for Higher Education in North Carolina* is evidence that the Board of Higher Education has come of age and that, given adequate support, it can serve the state most effectively. The report is a compilation of more knowledge and information concerning higher education in North Carolina than has ever been gathered together in one place. And now the long-range planning spurred by this study is an ongoing process and, hopefully, will continue in each institution as well as on the system-wide basis.

It is evident, however, that this report is not an end in itself. The board must regularly reexamine this study and the recommendations in light of changing situations and changing needs. This study must be continually updated, and new projects must be made as the system develops. With the assistance of the Board of Higher Education, state-supported institutions must work more closely together and they must—as a system—cooperate and coordinate with private and church-related institutions.

This comprehensive report, if wisely utilized and followed up, is but the beginning of a new era in higher education.

I now ask the Board of Higher Education and its staff to present the recommendations which need legislative approval to the 1969 General Assembly and its successors in order that full public hearings and discussions may be held. I ask the board and its staff to follow up on its initial effort to insure the availability of the total information needed for implementing the development of a sound and meaningful higher education program for North Carolina.

The higher educational system in North Carolina has been built with the dedication and leadership of many outstanding men and women. Among these leaders are the next governor of North Carolina, the Honorable Robert W. Scott, and many of the senators and representatives returning to the 1969 General Assembly. Many of the new members have indicated their interest in this area, and I am sure they will make outstanding contributions in future sessions. I commend this report to Governor Scott and to the legislators. I am confident they will find much in it that they can utilize in guiding the development of North Carolina's higher educational resources.

I also request the trustees, the administrations, the faculties, and all others connected with higher educational institutions to give their attention and their thought to this report and its recommendations. Too much praise cannot be given these groups of citizens for their work in behalf of the colleges and universities with which they are associated. It is evident in this report that the importance of their individual roles is increasing even as is the importance of their cooperation for the educational benefit of the citizen and for the overall strength of higher education. I especially commend this report to their attention.

Finally, I urge you who are here today and all citizens of North Carolina to concern yourselves with this report and with the providing of adequate higher educational opportunities for all citizens. We have talked for a long time about the need of a long-range plan for higher education. North Carolina, in this report, now has that plan. We know more than ever before about the resources, the limitations, the needs, and the opportunities of higher education. Let us join together now to insure the wisest possible utilization of these resources to expand the limits, to fulfill needs, and to provide the opportunities of unexcelled higher education for all North Carolinians.

REMARKS ON THE OCCASION OF THE PRESENTATION OF THE REPORT OF THE GOVERNOR'S COMMISSION ON THE PUBLIC SCHOOL SYSTEM

RALEIGH

December 3, 1968

[On August 25, 1967, Governor Moore announced appointment of seventeen members of a special commission to study the public school system. Just over fifteen months later, the report was ready for release to the public. It was this occasion which prompted the remarks made by the governor concerning the work of the commission, its findings and recommendations. Commenting on the report, Dr. A. Craig Phillips, superintendent of public instruction-elect, called it "the basic blue print for educational improvement both immediately and on a long range basis." Dr. Amos Abrams, assistant executive director of the North Carolina Education Association, referred to the report as "the highlight of Governor Moore's administration." Executive Director E. B. Palmer of the North Carolina Teachers Association, on the other hand, commented, "I am concerned that out of 172 recommendations, no mention was made of school desegregation and the problems inherent in it." He continued, "But if the present Governor really wanted to do something, I think he would have done it much earlier." (See the *News and Observer*, December 5, 1968.) The report was later presented to the 1969 General Assembly for its consideration.]

Just a little more than a year ago, in this auditorium, I outlined a most ambitious program of study at a statewide conference on public school education. I talked a great deal about areas of concern in public school education and asked that answers be found to old questions, that new directions be given consideration, that there be provided a detailed blueprint for the future of the public schools. I said that the increasingly important role of education demanded that clear-cut objectives be defined for the public schools and that priorities for improvement be established.

My remarks, while intended for all North Carolinians concerned about their public schools, had special significance for seventeen men and women who that day were named to the Governor's Study Commission on the Public School System of North Carolina.

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[At this point in his speech, the governor named members of the commission. For a list of those who served, see p. 763.]

I commend the members of the commission and the professional staff for the work accomplished in these last few months. This commission went to work the very day it was appointed, hired an outstanding professional staff, and, to the credit of all, I do not think the pace has slackened since. The result is an outstanding report, with 143 important recommendations, which can help to guide the sound development of the public schools in the years ahead. I personally thank Dr. James Hilton, chairman, and each member of the commission staff for the dedicated manner in which this study was conducted and for the thoroughness of the final report.

This report is the work of many, and therein lies its true value. There have been other fine studies of the public schools made in recent years. But to my knowledge, none has so directly involved so many people from so many different backgrounds. Teachers, businessmen, civic leaders—in fact, a good cross section of North Carolina has worked in the study and has contributed to the report. To all who have helped in this effort, including those who were recognized earlier, I express my appreciation. The benefits of these efforts will go to improve the public school system in North Carolina to the benefit of all children.

In accepting this report today, I do so on behalf of all North Carolinians. For, indeed, it is to the people that this report belongs. It is the people who provide the resources for the schools and it is their children who benefit from the instruction offered. Education is the first responsibility of this state. My administration, as others before it, has given priority to education, and I expect that the state's commitment will continue to grow in the years ahead. Success of educational effort—and this is borne out in the report—depends upon public recognition of need and public acceptance of responsibility to provide the best public school education for all children.

I pay tribute here, also, to the State Board of Education, the Department of Public Instruction, to local school boards, superintendents, principals, teachers, and all others who have contributed to the building of the present school system. I do not believe that too much praise can be given these people for their years of dedicated and enlightened service to education. They have used well the resources provided, and they have, in general, provided a sound educational opportunity for the young people of the state. Certainly, their cooperation and assistance were essential in this study.

There is criticism in this report. It is intended to be constructive criticism, and I trust it will be accepted as such. The challenge presented to the commission was that "nothing concerning our public school system can be considered beyond improvement." The commission was charged to be "intellectually honest." At the same time, it was recognized that "we must have the courage to discard any obsolete practices which may persist in our educational programs. We must always be constructive, recognizing that we must build upon the great achievements of the past."

In this light, I would like briefly to look at some of the areas given consideration in the commission's study. I would hasten to add, however, that my comments should be considered only as those of one individual concerned over the future of the public schools and the children of North Carolina. Every citizen has a stake in the public schools. I strongly urge that all who care what really happens to their children and grandchildren familiarize themselves with the study and its recommendations. I would further urge that they make their opinions known, that they work together to bring necessary improvement.

More money, of course, is essential to the further development and improvement of the public schools. While increasing educational appropriations by record amounts during this administration, I have continually urged greater local participation. Those schools generally recognized as being among the better ones have considerable local support. I fully agree with the commission that, "if we want good schools, we must be willing to pay for them. Likewise, we must insist that the education dollar is wisely spent." The state, of course, must continue to be the major contributor to public school education, but I believe that greater local participation is essential.

There is merit in the two financing programs proposed by the commission. The so-called Minimum Basic Program would require minimum local participation and would promote cooperative planning between state and local agencies. It would be similar to the program now in operation and would provide a good average program of instruction. The proposed Incentive Support Program would be available to school units that wanted more than just a basic program. There would have to be an allocation formula which would take into account ability to pay. The plan also would have to be attractive enough to encourage local school units to go beyond the minimum in fiscal support. I urge consideration be given to the implementation of these proposals.

The commission noted in its report that progress has been made in the reorganization of the public school system in recent years. I feel its recommendation that regional service centers be established by the Department of Public Instruction is sound. A similar approach in the state's program of industrialization through regional offices of the Department of Conservation and Development has proven to be most successful during this administration. Certainly, the positive features of school consolidation are well known, and I concur with the commission that the process should be continued and, when possible, accelerated.

I have long felt that broad public knowledge and support are essential to public education. I am confident that schools can be only as good as the people want them to be. For this reason, I endorse the recommendation of the commission that there be established a North Carolina Education Development Council with subsidiary branches in educational districts and in each local school administrative unit. These councils could help to focus attention on educational programs and needs. Most important, they could initiate and conduct planning and study of public education. A continuing program in this area is necessary.

Of course, no school is any better than its teachers. There is no question in my mind that the role of the teacher must be continually upgraded. Teacher salaries must be increased again, even as has been done in recent years, and competence must be recognized. I have requested that the Advisory Budget Commission include in its proposed budget as large a teacher-salary increase as the limits of a balanced budget will permit. The commission's recommendations concerning the redefining of the role of the teacher have merit and should be given consideration. The concept of team teaching—where more than one teacher works with a class—intrigues me and has proven beneficial to students. I concur with the commission that the concept should be encouraged.

One of the more interesting ideas to me in the commission's report deals with the utilization of teacher's aides. There are many capable women who could give of their time and their abilities to help young people. They could teach or assist teachers in special classes or tutor individuals who need extra help. These teacher's aides could be of considerable help to some even if they could work only a few hours a week. In line with the commission's recommendation, I have requested that the Advisory Budget Commission propose in the budget that funds be provided for a teacher's aide program during the coming biennium. North Carolina can well utilize the services of these capable people even though their degrees are not in education.

In its study of school curriculum, the commission gave particular attention to vocational training and guidance. It has long been my belief—and I so told the commission—that the area of vocational and technical training within the public schools has virtually unlimited potential for young citizens and could help keep many from becoming dropouts. There also needs to be, in my opinion, a closer coordination of this type of training in the public schools and in the community college system. There are today good jobs available for North Carolinians with technical training and special skills. As this state's industrial potential is developed, more and more of these jobs will be opened.

I am pleased that in its study the commission became convinced that adequate occupational education in the schools is essential, and that specific occupational courses will do much to help many students complete their education. I concur in the commission's recommendation that, as part of the development of comprehensive secondary schools, much greater emphasis be placed on occupational education. This includes specific training in vocational subjects at the junior and senior high school levels with special emphasis on industrial and service related skill training. I have asked the Advisory Budget Commission to give special consideration to this area in its preparation of a proposed budget.

Another area of particular interest to me is kindergarten education. Recognizing that a child's early years are considered to be the most formative, I have felt it essential that a kindergarten be added to the public school system and recommended to the 1967 General Assembly that a pilot project be undertaken. This, of course, was a major area of study by the commission. The report contains this thought: "If there is anything we know about children, it is that the greatest growth—intellectually and otherwise—occurs during early childhood. If a child is stunted then, he is stunted forever."

The commission recommended—and I very strongly concur—that the General Assembly enact legislation providing for an extension of public education to five-year-olds on the same basis that educational programs are established for other age levels—grades 1 through 12. In view of the limited availability of teachers and facilities, the commission suggested that the initial effort should be for one fourth of the eligible children. I concur and have requested the Advisory Budget Commission to include in its proposed budget for the coming biennium sufficient funds to initiate a sound program. I am hopeful that a kindergarten program will begin next fall in North Carolina.

There are, of course, many other recommendations contained in the report of the commission upon which I would like to comment. The proposed innovation schools, the development of a healthy balance between competition and cooperation in school work, additional emphasis on reading, a selection of basal textbooks, and many other of the commission's recommendations have merit and should be given very careful consideration. I would not, however, presume to pass judgment on all that is included in this study, except to say that it provides essential information for the development of a school system necessary in North Carolina. How best to utilize the information must now be decided.

I would point out here that the study of the public schools is but one of several such studies undertaken during my administration. Higher education, highways, and economic development are among others that—along with the public school study—give North Carolina a realistic evaluation of its resources and the alternatives it has for the future. All of these studies are important; indeed, in this day and age, planning in government is an absolute must. All of these studies fit together but none is more important to the future of this state than is this study of the public schools. It is our young people who will continue to build

North Carolina, and the quality of their work will depend upon the quality of their public school education.

Therefore, let us begin anew today to take whatever steps may be necessary to fulfill our goal of a child—every child—well taught! As I said in launching this study, if we love our children—and there is no question of that—then we must see that they are provided with the opportunity to attend schools which encourage them to find and develop their best abilities. With the completion of this excellent report, North Carolina has an up-to-date evaluation of its public school system, and it has sound recommendations as to what can—what should—be done to strengthen it. Let us begin today to take the necessary steps to provide a better, sounder education for all young citizens.

No state has had, or will have, finer educational leadership than North Carolina. The retiring superintendent of public instruction, Dr. Charles F. Carroll, is to be commended for his contributions over the years. I am confident that his work will be carried forward by the superintendent-elect, Dr. Craig Phillips. The governor-elect, the Honorable Robert W. Scott, already is noted for his work in support of education. And of course there are many in the General Assembly recognized for their leadership in the field of public education. I commend this report to their attention, with confidence in their desire and their ability to continue to build a better system of public school education.

I sincerely thank the members of the Governor's Study Commission on the Public School System of North Carolina, its professional staff, and the thousands of people who participated in the preparation of this report. Even as I recognize your important contributions of these past months, I call on you again to serve your state. I urge you to help take this report to the people, to help stimulate meaningful discussions on its recommendations and to seek public interest and support for sound educational improvements through the General Assembly. The youth of North Carolina is counting on you.

This effort, however, cannot and must not be limited to those who worked in developing this report. The cause of better schools and stronger educational opportunities has been ably served in North Carolina over the years. Teachers and other public school personnel, parents, professional associations, civic organizations, news media—all have evidenced their support for better schools through the years. I ask all who see the value of sound educational opportunities to join now in seeking the utilization of this report in whatever manner will be most beneficial to the state.

In the final analysis, it is up to the people to decide what kind of educational opportunity will be offered to their children. The public schools will be no better and no worse than the people want them to be. I again urge all to take an active interest in education, to become familiar with the contents of this report, and to seek better educational programs for the public schools. I do not believe that we can do less than attempt to provide the best in education for all the young citizens. This report provides us an opportunity we have not had before. It is up to us—the citizens of North Carolina—to act now to advance public school education for all.

REMARKS ON THE REPORT OF THE GOVERNOR'S HIGHWAY STUDY COMMISSION

RALEIGH

December 5, 1968

[Near the close of his administration, Governor Dan K. Moore received reports from a number of major study commissions he had set up to work out long-range plans for the state. The Highway Study Commission was one which created much interest in all sections of North Carolina, and its report looked forward to fantastic growth, accompanied by unprecedented needs for roads and highways.]

North Carolina is known far and wide as "the good roads state." One of the fringe benefits of being governor these last four years has been listening to people from other states comment favorably on our highway system. I am pleased, of course, but I recognize that this reputation was not easily attained. It took a great deal of foresight, initiative, and hard work to plan, construct, and maintain the largest road network under state jurisdiction in the nation. This is especially true when you consider that it has been done in a first-class manner.

It is also a matter of some pride to me that North Carolina is now engaged in the largest road building program in its history. It is difficult today to go any distance in any direction without encountering new construction or improvement projects. Work is under way on interstate highways, on Appalachian Regional Development Program projects, on projects being financed from the $300 million bond issue approved in 1965. In addition, the regular federal-state cooperative construction program and the state construction program are going at record rates. In the fiscal year ended June 30, 1968, for example, total expenditures of the highway commission reached a new all-time high one-year level of nearly $332 million.

In spite of this massive effort, all road needs in North Carolina are not being met. A goodly portion of my time as governor has been spent meeting with groups of citizens concerned over highway matters and in answering communications concerning road improvements. There is broad recognition of the importance of roads and highways to economic development and to personal convenience and safety. The people of North Carolina want good roads and must have them if this state is to grow and if its populace is to prosper. Good roads are the key to the future.

In looking ahead to future highway needs early in my administration, I became concerned that existing sources for highway funds might not be sufficient to allow North Carolina to build and improve highways as rapidly as might be desired. Highway Commission chairman Joe Hunt and I discussed this on several occasions and it was our conclusion that a blue-ribbon commission should be formed to make a detailed and exhaustive study of the public system of roads and highways. It was my idea that this study should be a part of the overall study of economic development potential being made by the Governor's Economic Development Council.

The executive committee of that council met with me last year and agreed to establish the Highway Study Commission. Recognizing the tremendous importance of such a study, we sought men of ability and vision, men who loved this state and were concerned with its future, men who were representative of the people and who could express their sentiments.

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[At this point the governor named those who had served on the commission. For a list of the names, see p. 812.]

You have today seen and heard the very fine report of the Highway Study Commission. I do not think that too much praise can be given this outstanding group of North Carolinians for the dedicated manner in which they approached and dealt with the major responsibilities given them. I personally appreciate the leadership that the commission chairman, Mr. Micou Browne,[214] has provided and the thoroughness by which all members considered the problems and potentials of highway development. This study is of tremendous value to North Carolina today, and its value will increase in the months and years ahead.

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[214] Micou Farrar Browne, from Raleigh; B.S., North Carolina State; joined Occidental Life of North Carolina in 1936, president, 1962-1968; joined Durham Life Insurance Company as executive vice-president-planning in November, 1968; member of various boards and commissions. Information from office of Mr. Browne, Durham Life Insurance Company, Raleigh, May 7, 1969; *News and Observer*, February 12, 1967.

The report, as presented this morning, is concerned with three major areas: the form and the operating procedure of the State Highway Commission, road needs in North Carolina during the next two decades, and the means of financing future road programs. In each area, the commission has done a most thorough job in studying and in offering recommendations for improvements. I will not attempt to comment on all aspects of this report, for indeed it must be given careful consideration in its entirety by all who are concerned with maintaining the state's "good roads" reputation and certainly by those who must shape future highway programs and policies.

Major emphasis was given at the beginning of my administration to strengthening the State Highway Commission and to developing a greater degree of professionalism within the department. In the reorganization undertaken then, the purpose was to pinpoint clearly the responsibility for the handling of highway funds, as well as every phase of highway activity. It provided for a chairman who would give full time to his duties and for a state highway administrator, who had to be a career official. I believe that North Carolina was fortunate in the high caliber of men who accepted responsibilities of highway commissioners during my administration.

Through the leadership of Chairman Hunt and the fourteen commissioners, the highway program has not only been strengthened, but it also has been improved. Of course, considerable credit for this is due to the many professionals within the highway department. In reading the report of the Highway Study Commission, I was most pleased to see this statement:

> It is the unanimous opinion of this Commission that the State Highway Commission staff is performing its functions in a competent and efficient manner under the direction of the Highway Commission, its Chairman and the State Highway Administrator.[215]

This, of course, does not mean that our present organization is perfect or that improvements are not needed. As the study commission has recommended, several refinements of existing operations are necessary to allow the commission to handle efficiently the future road needs of the state. I commend these recommendations in general, and I am confident that they would help improve the effectiveness and efficiency of the State Highway Commission. In general, they would add to the professionalism of the operation and would strengthen the organization of the department.

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[215] *Report and Recommendations* [*by the*] *Governor's Highway Study Commission* ([Raleigh: State of North Carolina], 1968), 39, hereinafter cited as *Report of Highway Study Commission.*

I particularly favor the recommendations that the four-year terms of the commissioners be staggered, with seven being appointed every two years. The highway program is a continuing operation and should be directed as such. Greater continuity is essential to provide more effective continuity for the on-going program. There also is considerable merit in having an outside independent professional study group to examine the efficiency of the department on a regular basis. The operation is so large and so important that there will always be concern over the value of the tax-dollar spent. A periodic examination would find any shortcomings in the operation and would assure the people that their monies were being wisely and efficiently spent.

There is also merit in the recommendation that the public information function of the highway department be expanded. The public should be kept informed of the present and projected programs and policies of the highway operation. I think the people are often not aware of the work being done—and the manner in which it is being done. This is true, not only in the highway program but throughout state government. More attention needs to be given to reporting to the people on the operation of their state government.

The importance of good highways has been most evident during my administration. The good roads in this state have been a major factor in the record industrial development, in the expansion of the agricultural economy, in the strengthening of commerce, in the development of our excellent tourist potential. The good roads also have been essential to the convenience of the motoring public and, most important, to their safety. As the state grows—more people with more motor vehicles—there is going to be an ever increasing demand for more roads and better roads.

The Highway Study Commission, utilizing the findings of the consulting firm of Coverdale & Colpitts, has projected highway needs for the next two decades. It points out that between 1968 and 1980 traffic density will increase by 44 percent. To provide adequately for this additional traffic and the needs of the state, the present 1,000 miles of four-lane highway must be increased to some 5,600 miles of four-lane divided highway. The total "needs program" should alter some 46,000 miles of the existing road system over the twenty-year period.

The needs, as outlined in the report, are great and will be expensive. It is estimated that construction alone during the next twenty years will cost an average of almost $234 million a year. This figure, of course, does not include the expensive task of maintaining roads already constructed. In fact, as the study commission stresses, unless major steps are taken now to insure adequate financing, highway construction will dwindle to almost none within the next ten years. This, of course, could halt economic progress as well as impair road convenience and safety for all citizens.

There can be no question as to the wisdom of the study commission in stating that "immediate steps should be taken to correct financial deficits brought about by higher construction costs, inflation and changes in highway standards."[216] The commission has recommended seven steps—including the establishment of a special highway trust fund—to finance North Carolina's road program through 1979. I commend these proposals to the careful consideration of the next administration, the General Assembly, and especially to the people of North Carolina. Together they constitute a pay-as-you-go program and would help provide the funds necessary to continue the state's good roads program.

I do not expect the federal government's involvement in highway programs to lessen in the future. I expect the present interstate program, which concludes in 1972, will be replaced by an even more ambitious effort. The Appalachian Regional Development Program for Highways will continue and, hopefully, expand. I am optimistic that it will soon be joined with a similar highway program for the Coastal Plain Regional Development area for eastern North Carolina. The federal government, however, is not going to take over highways and construction and, even if it were of such a mind, it should not be allowed to do so.

It is the state's responsibility to provide for an adequate highway system as North Carolina has done through the years. We have occasionally utilized road-bond issues as during Governor Cameron Morrison's[217] administration, Governor Kerr Scott's[218] administration, and my own. Funds from the $300 million bond issue approved in 1965 will be available for utilization for some months to come, but bond issues alone cannot provide the necessary funds for future highway construction programs. There is a need for additional revenue and the Highway Study Commission today has presented sound suggestions as to how it can be provided.

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[216] *Report of Highway Study Commission*, 6.

I commend the commission's report and its recommendations to the attention of all concerned with better roads. I commend it to the next governor, the Honorable Robert W. Scott, with full knowledge of the fact that "you do not have to tell a Scott about roads"; and to the members of the 1969 General Assembly. I believe this report will be an asset in their deliberations and in the planning for the future development of the highway network. I commend this report especially to all citizens interested in the better roads and in moving North Carolina forward to greater opportunities.

North Carolinians can have the type of highway system they want and this report can help them decide the direction to take. How rapidly North Carolina meets its highway needs depends, first, on the wishes of the people. If North Carolinians want the roads necessary to continue the sound progress now under way—and I believe they do—then the means are available. This long-range report on highways gives us an insight into the future—as do similar reports made public recently on higher education and the public schools.

If the information provided here today is utilized, then there is no question but that North Carolina will maintain its reputation as the "good roads state." More important, it will continue to provide the highways necessary for economic progress and for the convenience and safety of all citizens.

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[217] Cameron Morrison(1869-1953), lawyer and governor from Rockingham; educated, private schools; state senator, 1900; governor, 1921-1925; noted for leadership in influencing expenditure of $50 million for 5,500 miles of paved roads connecting county seats with major towns; pioneer in state support for road maintenance; noted also for capital improvements in institutions of higher learning; filled unexpired term of Lee S. Overman in United States Senate in 1930; elected to United States House of Representatives in 1943. *North Carolina Manual, 1921*, 417; Crabtree, *North Carolina Governors*, 120-121.

[218] William Kerr Scott (1896-1958), farmer and dairyman, governor, from Haw River; B.S., North Carolina State; World War I veteran; master, North Carolina State Grange, 1930-1933; state commissioner of agriculture, 1936-1948; governor, 1949-1953; progressive administration noted for paving of "farm-to-market" roads, for expanded state services; elected to United States Senate in 1954, served until death in 1958. Crabtree, *North Carolina Governors*, 131-132; *North Carolina Manual, 1951*, 363.

LEGISLATIVE WORK CONFERENCE

CHAPEL HILL

December 6, 1968

Making his last appearance before legislators, Governor Dan K. Moore told them "this is going to have to be my legislative message, my budget message, and a couple of special messages all rolled into one. I estimate it will take at least two hours and fifteen minutes. You might just consider it a warm-up for some of the Finance Committee meetings ahead in 1969." In a more serious vein, he observed that the state had fared well because of legislative concern and interest; the presence of legislators at the conference was evidence of a desire to continue the practice of good government in North Carolina. The Institute of Government program was designed to give the solons an insight into some of the important issues which would confront them. Moore's administration had reviewed the state's resources and had planned for their wise and effective utilization. The speaker referred to major reports on higher education, public school education, and highways, reports which would constitute a major effort at long-range planning. If the state did not meet the need for services, the needs would go unmet and the federal government would step in with programs likely to be irrelevant to the problems of the state. Planning was essential. The governor referred to work of the Advisory Budget Commission, which would present the budget for consideration by the legislators. He felt that 1969 promised "to be a most important and beneficial year for North Carolina and its more than five million citizens." As he closed, Governor Moore expressed confidence in the new administration which would assume responsibility for the state early in 1969.

REMARKS AT THE PRESENTATION OF THE REPORT OF THE GOVERNOR'S STUDY COMMITTEE ON VOCATIONAL REHABILITATION

Raleigh

December 18, 1968

[In an Executive Order of February 2, 1967, Governor Dan K. Moore created the Governor's Study Committee on Vocational Rehabilitation; its membership and functions were spelled out in the order. The two-year study and planning program was financed by a grant approved by the Vocational Rehabilitation Administration, Department of Health, Education and Welfare; it was designed to help work out an orderly program for North Carolinians. The new committee was given responsibility of "determining the nature, depth, and extent of the comprehensive planning project. . . ." A week before Christmas, 1968, the governor received the report at a meeting held in the auditorium of the new Archives and History-State Library Building. Governor Moore called the occasion "a new day of hope and help for many handicapped citizens of North Carolina."]

This occasion marks the beginning of a new day of hope and help for many handicapped citizens of North Carolina. The report of the Study Committee on Vocational Rehabilitation for the first time provides factual information concerning the needs of many citizens and the opportunities which we now have to help the handicapped help themselves. On the basis of the information provided within this report, we must now begin a greater effort to insure every citizen of his right to a useful and meaningful life.

I want to express my appreciation to Mrs. [James] Semans and to all members of the study committee, its staff, and the hundreds of North Carolinians who have participated in the study. The assignment I gave this committee less than two years ago was considerable in its scope. I asked its members to become aware of the services, the facilities, and the resources presently available to the handicapped in North Carolina. On the basis of this work, I asked the committee to recommend the direction and the pace North Carolina should follow to provide for all its vocational rehabilitation needs by 1975.

Recognizing the importance of this study, I selected individuals to serve on the committee who had the ability to contribute and the willingness to give of themselves "to help a man to help himself." The committee has indeed lived up to my expectations, and it has performed a great service for the state. This fine report, with its conclusions and recommendations for improvements, will be an essential resource in the strengthening and developing of the state's rehabilitation efforts in the months and years ahead.

I would be remiss, however, if I did not acknowledge the excellent work in rehabilitation already under way in North Carolina. The successful programs of the Division of Vocational Rehabilitation of the Department of Public Instruction and of the North Carolina Commission for the Blind are nationally recognized. Other state agencies also are making major contributions to the rehabilitation of handicapped citizens. All North Carolina is deeply indebted to those who serve in these programs and for the help they have been in the rehabilitation of many.

Throughout my administration, I have talked about the importance of the total development of the state's abundant resources. I have emphasized that my programs have all been designed with a single purpose in mind: to provide the means for a better and more useful life for every man, woman, and child in North Carolina. We have sought not only better opportunities for all citizens, but also the means to help North Carolinians take advantage of these opportunities. I think this state has made tremendous progress in this regard in the past four years. The task, however, is far from completed.

One of the most important means of moving this state forward is helping the handicapped to help themselves. I have been amazed with what can be accomplished by medical science, therapy, training, and encouragement. Throughout the state people have overcome handicaps and are leading useful and productive lives. Many have made outstanding contributions to the improvement of life in North Carolina, and they are to be commended for it.

As is evidenced in this report, however, many other handicapped people need assistance through rehabilitation. It is incumbent upon the state of North Carolina to help provide broad rehabilitation programs and opportunities for handicap correction and for development of skills and abilities. We must begin now to build upon our present programs of rehabilitation, to promote greater interagency cooperation, and to find the means necessary to help all handicapped citizens help themselves. I have asked the Advisory Budget Commission in its preparation of the 1969-1971 budget to review the state's present rehabilitation programs and to strengthen them wherever possible.

Today I commend this fine and complete report to my successor and to the 1969 General Assembly. I believe it will be of immeasurable benefit to them in building upon present programs assisting the handicapped. I also commend this report to all the people of North Carolina. I urge them to become familiar with the problems and the potentials of the handicapped and then to support sound state programs. As individuals and as citizens of a growing state which needs the productive talents of all people, we must see that this report is fully utilized.

Again, I thank the committee and all who have contributed to this study of a most important area of service of state government. North Carolina will benefit from your work.

REMARKS AT THE PRESENTATION OF THE REPORT OF THE GOVERNOR'S COUNCIL FOR ECONOMIC DEVELOPMENT

RALEIGH

December 18, 1968

[The economic development of North Carolina was a major concern of the Moore administration and its goal of total development. Shortly before the close of his term of office, the governor received a report from his Council for Economic Development; the following remarks were made on the occasion of its receipt.]

Throughout my administration I have been concerned with the sound planning for the future of North Carolina. Through various programs and studies I have sought to provide information and suggestions for future development of state programs. This information has been coming in at a rather rapid rate during the past few weeks. As you are aware, recently I have received a number of most important reports all providing answers to the question "Where does North Carolina go from here?" in areas of important and essential state service.

The series of planning reports began in late November with a most comprehensive report on higher education. It was followed by an equally fine and detailed report on the future of public school education and that by a realistic report on highway needs for the two decades. This morning I received another significant report, this one on the needs of vocational rehabilitation in North Carolina. I will not attempt to elaborate on any of these reports this afternoon, but I would urge you and all North Carolinians to become familiar with their conclusions and recommendations.

All of these earlier reports have two things in common. First, I believe they attest to the achievements of North Carolina and to the growing needs in areas of state services. Second, it is evident from the reports that more money will be needed to continue and to expand the level of necessary services provided by state government. In my opinion, all of the reports on future needs and opportunities are directly related to the report just presented me on the economic performance of North Carolina. These reports, including the one today, are summarized in the brochure, *North Carolina and the Future*, which is being made available to you.

The success of state government in meeting its responsibilities in the months and years ahead will depend in part upon its utilization and further development of the material in this report. I am deeply indebted to the Council for Economic Development for its recognition of the need for this study and for the support it has provided. I am most appreciative of the dedicated manner in which Dr. Bishop, Dr. Jones[219] and Mr. Edward Long[220] approached the study and for the effective manner in which its findings and conclusions have been presented.

This study of the economy gives us a clear and concise picture of what North Carolina can expect in the future and of the alternatives which government and private enterprise have. It is the first such study made of the economy under the auspices of state government, but it is not an end in itself. Rather it is a means for utilizing our resources more effectively to achieve our goals in the years ahead. Its proposals must be continually reviewed and updated in light of new developments.

I would emphasize, however, that the future of North Carolina and, indeed, the well-being of all citizens, is dependent upon the growth of the economy. I have been most pleased with the progress made in recent years in industrialization, tourism, business, and agriculture. Growth and development have been the hallmarks of this administration. In industrialization alone, well over $2 billion has been invested in new and expanded facilities—more than any previous nine-year period. This alone has meant an increase of better than $500 million in annual payrolls and new job opportunities for many citizens.

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[219] E. Walton Jones (1931-), economist and professor from Raleigh; B.S., M.S., Clemson; Ph.D., North Carolina State; affiliated with North Carolina State since 1958, becoming associate professor of economics and associate director of Agricultural Policy Institute, July, 1965; economic development specialist with North Carolina State Planning Task Force since April, 1966; director of North Carolina Field Office for Coastal Plains Regional Commission since 1967. News release of Governor Moore, October 5, 1967; Coastal Plains Regional Commission File, Appointments File.

[220] Edward Y. Long, from Des Moines, economist with the Iowa state government. *The Economic Performance of North Carolina: A Report of The Governor's Council for Economic Performance* (Raleigh: [State of North Carolina], 1968), viii.

The sound development in industry and the corresponding growth in other areas of the economy has meant more revenue to develop and expand the multitude of state government services. The General Fund services—including education, health, and welfare—have increased by nearly 50 percent in the last four years alone. Virtually every aspect of state service has reached a new level in quality and in quantity. Every citizen has directly and indirectly benefited in a variety of ways because of the development of the economy and the wise utilization of revenue by state government.

It is imperative that the growth continue, for, indeed, there remains much room for improvement. We cannot rest on past accomplishments but must ever increase our efforts at strengthening the economy. North Carolina must continue to increase opportunities for its citizens and per capita income must continue to climb. The study of the economic performance of North Carolina is essential in the preparation of future programs and policies of state government to assure maximum utilization of our resources.

Certainly I concur in every effort suggested for the promotion of more and better job opportunities for North Carolinians. I think we have already seen the benefit of a developing economy, and sound programs must be continued to insure further growth. In my administration, we have actively sought to spread the benefits of industrialization throughout the state. This effort at geographic distribution must be continued.

Programs to strengthen the skills of citizens are essential for they prepare people for higher paying jobs and also attract facilities which utilize trained labor. We have recognized this and have expanded the appropriations for the community college system by 400 percent in the last four years. We have emphasized the importance of vocational and technical education. This effort must be continued and expanded, not only in the community college system, but also in the public schools. The people of this state must have available to them the means of obtaining a sound education in whatever career-area they want to pursue.

I am especially pleased that the report presented today has emphasized the need for effective planning by state and local governments. I think this is essential to sound economic development. Through the establishment of the State Planning Task Force and numerous study commissions, planning has been given high priority. Government on all levels is growing so rapidly and revenues are so limited that proper planning is absolutely necessary to avoid duplication and to insure that the required jobs are done.

I commend this report on the economic performance of North Carolina to my successor, the Honorable Robert W. Scott, and to the members of the 1969 General Assembly. I also commend it to the people of North Carolina. Indeed, the strengthening of our economy in the months and years ahead depends, not only upon the wise leadership of state and local governments, but also upon the business, industrial, and agricultural leadership of the state. Everyone benefits from a growing economy and everyone should be interested in seeing that sound growth continues.

In closing, let me thank all who have served on this Council for Economic Development. I especially want to thank Wayne Corpening who has provided such able assistance to me in the broad area of economic development. This council represents private enterprise of North Carolina. Together with the advisory council of state officials, the council has contributed a great deal to my administration and to the future of North Carolina through its suggestions on strengthening governmental programs.

I thank you for your support and especially for this report on the economic performance of North Carolina.

REMARKS BY GOVERNOR DAN MOORE ON ADMINISTRATION END REPORT

RALEIGH

December 30, 1968

[Governor Moore issued a detailed report on his administration and on the same day made brief remarks concerning that report. Both the report, which is given on pages 556-569, and the remarks were well received. The Raleigh *News and Observer*, on January 2, 1969, carried an editorial on the

Moore administration in which it commended the governor for the many achievements of his term of office. The paper editorialized that "this strong and likeable man from our mountains has been a stable leader whose practice of deliberateness in making decisions and taking action was well suited to some of the more divisive issues thrust upon him." The editorial concluded, "Those in the future who pass judgment on him and his administration will not overlook the qualities which made him an admired man as well as a stable leader." It was undoubtedly with a sense of satisfaction that the chief executive made these final remarks on the years he served as governor of North Carolina.]

My fellow North Carolinians:

I come before you today with feelings of pride, of appreciation, and of expectation. In looking back over the four years of my administration, I am most encouraged by the progress made in our state, by the advancement of the many programs of state government, and most especially by the involvement of the people in building a better North Carolina. No point is more clear to me than that the greatness of this state rests in the energy, the insight, and the determination of its people.

On January 8, 1965, I assumed the responsibilities of this office without any conflict of interest or any unworthy ambition. I pledged to build upon the solid foundation of state service and to give the people of North Carolina honest, efficient, and economical government. I pledged integrity as the watchword of my administration and promised that it would be a government of laws and not of men. I pledged to judge each issue on its merit, to deal with each with caution or boldness as circumstances dictated. This I have done.

The people have formulated my program. During my campaign and as governor, I have incorporated into my decisions their ideas and suggestions, their hopes and aspirations, their determination and dedication. The result has been an administration with a simple philosophy: Provide more opportunities for all citizens through better educational programs, through development of economic resources, through providing a broad and efficient program of governmental services.

The result of putting this philosophy into practice has been the most busy and productive four years in the state's history. No single service of state government has progressed at the expense of another. Rather, every aspect of the state's broad array of services has been improved, expanded, strengthened, and made more meaningful. This total development has been successful, in my opinion, and it has provided new and better opportunities for every man, woman, and child in North Carolina.

Increased emphasis has been given education. Every North Carolinian has a greater opportunity to obtain a sound education. Public school programs have been broadened, class size reduced, specialized instruction increased. Textbooks are provided free. Teachers and other school personnel are better paid. New emphasis is being given technical and vocational education and a kindergarten system is recognized as being essential. A comprehensive study of the public schools provides information for further sound development.

The excuses for ignorance and lack of job training have been reduced. Units of the community college system now number fifty—one within commuting distance of 95 percent of the population. Course offerings have been increased, enrollments are up, and the potential is greater than before. The system is developing more of an outreach approach.

In higher education, academic programs are stronger, faculty salaries are up, and the largest capital improvements program in history is under way. Special development funds are being provided the traditionally Negro institutions, and a long-range plan provides information on which to base future development.

Special attention has been given the problems of the aged, the infirm, and the needy. Programs offer more hope and more help to the handicapped, the mentally ill and retarded, and the alcoholic. Health and welfare services have been expanded and strengthened. The various regulatory agencies have increased the efforts to protect the interests and well-being of all citizens. Efforts at corrections and rehabilitation are more coordinated, and greater emphasis is being given the juvenile offender.

Law and justice have been given added impetus. The law enforcement aspects of state and local governments are closely coordinated and efforts are under way to strengthen and improve programs. An appeals court has been created and a system of uniform district courts is rapidly taking shape. State and local governments are cooperating in finding solutions to problems of housing and recreation, employment and human relations.

A comprehensive highway safety program has been designed and put into operation, stressing enforcement, education, and engineering. It is paying off. A major part of this program and also of the economic development effort has been the building and improving of the highway system. Construction has been spurred by the $300 million road bond issue approved in 1965. Additional mileage has been obtained for the interstate system and a long-range plan of highway needs has been prepared.

The total effort of state government during my administration has been to improve opportunities for all people. A major part of our program has been to stimulate and develop the private economy. We have involved leaders of business, industry, and agriculture in our programs to promote sound development. Agricultural research has been expanded. Regional offices of the Department of Conservation and Development have been established and welcome centers constructed. The state ports have experienced record growth.

Agriculture has continued to increase in importance, and the pace of mechanization has been accelerated. Tourism and travel have taken on new meaning. New and expanded industries have invested more than $2.3 billion in the last four years—more than was invested during the previous nine-year period. Business and commerce have continued to grow and develop soundly and to provide adequately for the more than five million North Carolinians.

The sound growth of the private economy, of course, has provided the resources for the record expansion of state services during these last four years. Because of increasing efficiency and cooperation within state government, taxes were not increased. Rather, tax adjustments were possible. Management practices and program budgeting have been given attention. Salaries have been increased substantially. The cost of state services has remained low in comparison with the costs of other states.

The role of the state with the federal government and with local governments has been strengthened considerably. The State Planning Task Force has added to the array of state assistance programs to local governments. Planning for North Carolina's future has been emphasized. Not only the task force, but other agencies and special study groups have provided the state with sound, thought-through information and recommendations in many areas of vital importance.

All in all, I believe, my administration has continued and has strengthened the habit of good government. I am proud of the many sound accomplishments which have been made during the last four years. Because of them I believe that North Carolina is a better state with greater opportunities for all its citizens. This is the goal we sought, and it is what we have attained.

This record, of course, is not mine alone. The credit for it belongs to the hundreds and thousands of people who rendered outstanding service in so many capacities. This especially includes the members of the 1965 and 1967 general assemblies and the Council of State. It also includes my staff, the people who worked with me in special programs and in special capacities, the thousands of dedicated state employees, the thousands of citizens who served on boards and commissions and study groups, and, indeed, to the millions of North Carolinians who contributed to the development of their state.

To all, I say thank you! To those who voted for me and supported me during these last four years, I thank you for your confidence and for your faith in my ability to serve. I have to the best of my ability fulfilled the trust placed in me. To all who have shared in the labors of this administration, I thank you. The record would not have been possible without your help. I shall always remember you and be indebted to you for your faith, your willingness to work, and your determination to succeed. North Carolina is a better state today because of your efforts.

So my administration comes to an end, not with sadness and remorse, but with enthusiasm and optimism. For me there has been as much excitement in going-out as there was in coming-in. The pace has not slowed. Indeed it seems to have quickened in these closing days. Important reports have come in, business has continued as usual, and we have initiated an interesting and important transition program. State government is so vibrant and vital that it must continue to move forward.

It is with satisfaction that later this week I will hand over the responsibilities of this office to a man such as Robert Scott. I am sure that under his leadership North Carolina will continue to progress in a sound manner. He has my best wishes and my support for his administration during the exciting years ahead. I look forward to Governor Scott continuing the habit of good government in North Carolina. I am positive he can count on the help of all North Carolinians in his efforts to make ours a better state with greater opportunities for all.

REPORT TO THE PEOPLE OF NORTH CAROLINA

RALEIGH

December 30, 1968

[As the Moore administration closed, the governor issued a report in which he summarized the accomplishments of his four-year tenure. Editorial comment on his term was favorable, and the *Raleigh Times* for December 31 made the following comment:

"As he leaves office after four years, Dan Moore can look back on a record as Governor that must be classified as excellent.

"He hasn't been a publicity seeker, and as a result there hasn't been as much horn blowing about his accomplishments as would have been the case otherwise. He isn't an extrovert, and therefore his public image may have suffered in comparison with the images of Terry Sanford and Luther Hodges, his two immediate predecessors who most certainly were experts in the making of public images. Governor Moore isn't an orator, in fact he isn't a very good public speaker. All these things combined to make him a quiet Governor, and quietness isn't the way in politics to establish the image of greatness, even of goodness.

"But, Dan Moore has been an excellent Governor, and the people who take the trouble to look even casually at his recrod [*sic*] will find that excellence. They will soon find that courage and determination loom large in his record as Governor. They will find, too, that those characteristics brought success to Moore and to the State itself in a number of vital issues."

Governor Moore's own appraisal of his administration is obvious in his report to the people, released only a few days before he left office.]

"Every man represents the sum total of those who have shared in his life. It is my hope that I can repay in part my many obligations by serving North Carolina to the best of my ability and with whatever talents I may possess."

On October 13, 1963, I began my campaign for governor with the publication of the above words. That initial statement, developed further during the campaign, became the basis for the "total development" theme of my administration.

In looking back over the past four years, it is interesting to note that the various recommendations made during the campaign have been more than fulfilled. In this final report to the people the initial campaign statement is used to emphasize the purpose and the accomplishments of this administration.

The October 13, 1963, statement follows. A partial listing of the accomplishments in these and related areas follows.

This pose was familiar to many audiences who heard Governor Moore during the four years of his administration. This particular photograph was taken on the occasion of his appearance at the 1967 Citizens Association dinner. (Photograph from Dan K. Moore Photograph Album, courtesy of Governor Moore.)

PUBLIC SCHOOL EDUCATION

Public education is the bedrock responsibility of State Government. Every Governor since Aycock has made substantial contributions to improve public education, and I would expect to build upon this firm educational foundation. It is not for the next governor to decide whether or not we push ahead on the educational front. This decision has already been made by the requirements of the age in which we live. The responsibility of the next governor will be to implement that decision with vision, enthusiasm, determination, and intelligence. This I would do.

Much remains to be done in public education when 48 out of every 100 children entering our public schools do not graduate from high school. We need equality of education in all our counties, large and small. In our pursuit of excellence, we must be reasonable and realistic. We should seek always to spend tax dollars for the benefit of all our school children. Necessary book and school fees should be paid by the State. Unnecessary fees should be eliminated.

Public education is the key to our future as a State and as a people. I will have a comprehensive program dealing with every phase of our educational system—whether classrooms, teachers' salaries, vocational training, the exceptional or retarded children and improvements in curricula. This will be a major part of my campaign effort.

General Fund appropriations increased by more than one-third—to $1.3 billion.

More than a 30 percent increase in teachers' salaries.

A $5,000 minimum annual salary from state funds for beginning teachers—a longtime goal for North Carolina.

Free textbooks for all students.

Additional guidance counsel and remedial teachers.

Additional teacher scholarship loan funds to assist needy and worthy students.

Recommended a pilot program for kindergartens, but General Assembly did not approve it.

Recommended and saw approved $800,000 to provide lunches for needy schoolchildren. Federal regulations, however, prevented funds from being used effectively.

To assist in future sound development of public schools:

Helped establish the Carolinas-Virginia Regional Education Laboratory.

Recommended and supported a blue-ribbon commission to study all aspects of the public school system of North Carolina. Study has now been completed.

COMMUNITY COLLEGES

General fund appropriations increased by slightly more than 400 percent to $76.6 million.

Additional units approved, bringing the total to fifty, or one within commuting distance of over 90 percent of the people.

Increased industry training programs.

Provided for the general strengthening of the various institutions.

Emphasized the importance of the vocational and technical services of the units.

Urged the expansion of the "open door" policy to one with greater outreach capabilities.

HIGHER EDUCATION

I am a product of the North Carolina educational system and I know from first-hand experience its great value to our State and our people. The 70,000 students enrolled in the State's public and private institutions of higher learning represent a tremendous force for the economic, social and cultural growth of North Carolina. We must continue the progress which has been made in higher education through state-supported institutions, including our community colleges.

However, in this determined drive, we must also help safeguard our 41 private or church-related institutions which have contributed so much in Christian leadership and sound education. Every boy and girl with the capacity for college work should be given an opportunity to reach that goal. It should be remembered, however, that a college education cannot be given to anyone. It must be earned by serious scholarship, hard work and personal application of a young person's talents.

General Fund appropriations increased by about 87.4 percent to $263.8 million.

Provided funds to strengthen academic programs, increase salaries, and initiated the largest capital improvements program in history—some two hundred buildings were constructed.

Helped find a satisfactory solution to the speaker ban controversy.

Strengthened the planning and coordinating role of the Board of Higher Education.

Provided $1 million for special programs at the traditionally Negro colleges—the first such funds provided by a state.

Maintained the substance of the "one-university concept" even though regional universities were approved.

Established the State Education Assistance Authority to provide low-interest student loans. Four million dollars has been made available by private leaders.

Advocated consideration of state assistance to private and church-related colleges and universities.

To assist in future sound development, sponsored planning at all state-supported institutions and the development of a long-range plan for higher education. Study has now been completed.

CULTURE

Supported programs for the North Carolina Symphony, the North Carolina Art Museum, the School of the Arts, the Department of Archives and History, etc.

Recommended program to construct new State Art Museum Building.

Established the North Carolina Arts Council and made it a statutory body.

Attended a summer session of the North Carolina School of the Arts in Italy.

Supported Mrs. Moore in the formation of the Executive Mansion Fine Arts Committee and recommended its establishment as a statutory body.

AGRICULTURE

> North Carolina had its beginning as an agricultural State and agriculture remains a major foundation stone in our State's economy. Greater emphasis must be placed upon diversification of crops, food processing, livestock and poultry, improved marketing, packaging and better planning. If we do this, agriculture will continue to be our primary source of income. It will continue to be the basic way of life which is so important to the true nature of the Old North State. I am concerned about, and will do my best to help solve the many problems confronting our farmers and rural people—especially the serious threat to our largest cash crop, tobacco. North Carolina agriculture must move forward and I shall work directly with every State agency, State institution, farm organization and others to advance the cause of agriculture and rural life.

General Fund appropriations increased by 44 percent—to $49.1 million.

Supported the strengthening and developing of programs of the State Department of Agriculture and the Agriculture Extension Service of North Carolina State University.

Worked with all segments of the tobacco industry in seeking to work out tobacco marketing problems.

Worked to speed up the mechanization of agriculture.

Promoted diversification in agriculture with emphasis on food production, with improved marketing and packaging of North Carolina products, etc.

NATURAL RESOURCES AND RECREATION

General Fund appropriations increased by 38.3 percent—to $26 million.

Created the Department of Air and Water Resources from the Board of Water Resources and the State Stream Sanitation Committee.

Sponsored the formation of the state's initial program in air pollution control.

Recommended legislative action to prevent misuse of the state's ground water supply.

Supported legislation to provide for dam safety, flood plain management, water supply storage, and dredging and filling in estuarine areas.

Supported the strengthening and development of the program of the State Recreation Commission.

Added more land to the state parks system than was added during any previous twenty-year period.

Recommended the creation of the State Parks and State Forests Study Commission to study long-range recreational needs.

Strengthened research programs to aid the fishery industry, including the construction of a scientific floating laboratory.

Created an interagency Council on Natural Resources, which in turn formulated a meaningful estuarine program.

Supported the reorganization and streamlining of the state's forestry program.

BUSINESS AND INDUSTRY

Sound industrial growth is essential for our future. We are grateful for the progress made during the past decade, and for the confidence expressed in our State by the new members of our industrial community who have located within our borders in recent years. As a man experienced in business management and private enterprise, I understand the problems of industry and our State's need for continued industrial expansion and growth. I would make a special effort to encourage existing industries to expand and seek out and encourage new industries large and small.

The expansion of existing industry is an excellent method of attracting new service and supplier businesses. We must not forget that each new and expanded industry creates immediately new job opportunities which are badly needed to maintain and insure a high level of employment. Our 20 industrial educational centers are well equipped to train employees for these job opportunities.

A State program of industrial development should properly include promotion of all industrial, commercial and business activities which create income and jobs. We certainly must encourage the sound development of small businesses and small, home-town industries, especially those that utilize local manpower and local raw materials.

We cannot overlook the importance and remarkable vitality of our travel industry which now provides the third largest source of income for our State. We should accelerate the diligent efforts being made by so many travel leaders to promote all sections of North Carolina and our many attractions. The future is bright for travel in North Carolina. We have only cracked open the door of opportunity. I shall do my best to swing it wide open.

Our expanding port facilities at Wilmington and Morehead City are North Carolina's most direct routes to the world markets. They serve the entire State by providing great economic opportunity for our farmers, manufacturers, processors and producers of raw materials. We must not fail to develop fully these resources.

These are vital new dimensions which increase in importance each year. North Carolina must accelerate its efforts in these major areas of development. Established industrial research must be recognized and given a more active part in developing our resources. It would be my intention to bring together the best scientific and research minds from our industries to work in closer coordination with the Research Triangle, our universities and other related activities.

Supported the enactment of the Uniform Commercial Code.

Dedicated hundreds of new and expanded industries throughout the state.

Sponsored the most successful industrial development program in state history; over $2 billion, or about $2.25 million per day.

Recommended the creation of five regional offices of the Department of Conservation and Development.

Supported programs to strengthen tourism, including the construction of the state's first welcome centers.

Led trade, industrial, and travel missions to Europe and South America.

Sponsored the largest building program in history for the state ports, including the $11.5 million bulk cargo handling facility at Morehead City.

Initiated the State Technical Services Program to provide technical information to business and industry.

Supported the program of the State Board of Science and Technology.

Created the Governor's Council on Economic Development to review and make recommendations concerning the development of the state's economy.

To provide insight into future economic needs, sponsored a study by the Council on Economic Development on means for strengthening the economy.

TAXES

Adequate tax revenues are necessary for the State to maintain current and future basic services. In view of the expanding economy of our State, I do not anticipate, and I would oppose, any increase in State taxes within the next four years. The taxpayer is already heavily burdened, and more consideration should be given him in the future. For example, if the General Fund continues to show huge surpluses each biennium, I would immediately recommend as tax relief measures:

1. That State income tax laws be amended so the personal exemption for each dependent would be increased from its present $300 to $600; and
2. That serious consideration be given to allow each person over 65 years of age the same exemption allowed by the Federal Income Tax.

North Carolina must continue to provide efficient services in the traditions of good government established under Democratic leadership many years ago.

It will, of course, continue to operate under a balanced budget. As State government grows bigger and bigger to meet the needs of an expanding population, we must not forget the vital importance of economy in government spending and operations. Economy must be practiced—not just talked about. In this connection, I believe in strong home rule by our county and local governments, I am opposed to the growing trend to centralization and ever-expanding bureaucracy.

Recommended no increase in taxes.

Increased dependent exemption from $300 to $600.

Provided additional dependency allowance of $600 for students enrolled in institutions of higher learning.

Provided additional personal exemption of $1,000 for taxpayers age sixty-five or over.

Provided that all service pay of enlisted men and $500 per month service pay of commissioned officers in the armed forces be exempted from taxation while the individual is serving in a combat zone.

Contributed to the maintaining of the AAA bond rating enjoyed by the state.

INTER-AND INTRAGOVERNMENTAL RELATIONS

Created the State Planning Task Force to coordinate governmental programs to develop resources.

Appointed committees on urban affairs and on low-income housing to develop programs.

Involved private enterprise in development of model homes for low-income families.

Promoted the establishment of multicounty organizations for economic development.

Promoted the establishment of an urban information program within the State Planning Task Force.

Supported and served as states' cochairman of the Appalachian Regional Development Commission.

Contributed to the establishment and served as states' cochairman of the Coastal Plains Regional Development Commission.

Formed a Piedmont Crescent Planning Committee, which produced a film on the Piedmont Crescent, etc.

Supported recommendation for a "local option" 1 percent sales tax; legislation was not enacted.

Worked closely with local governments in programs of mutual benefit, including schools, law and justice, etc.

Maintained close working relationship with members of the North Carolina congressional delegation.

Served as chairman of the Southern Governors Conference.

Active in national and regional Governors Conference, the Southern Regional Education Board, etc.

Promoted an equal partner relationship between local, state, and federal governments.

STATE GOVERNMENT

I believe in a career public service where merit is recognized and rewarded with fair and equitable salaries; a responsible service free from undue political pressures and factional frictions. We have been fortunate in the quality of our State personnel through the years. It will take an improved State personnel system with greater resources to do the job efficiently and economically in the future. I understand the problems of State employees and would give them my personal attention, if elected governor. They must not be the forgotten men and women in North Carolina's progress.

Provided salary increases averaging 16 percent for state employees.

Provided additional salary adjustments for specialized employees and for employees in lower pay grades.

Recommended legislation to provide for a state system of personnel management equal to the best in government and industry.

Initiated a management development and training program through the State Personnel Department.

Recommended law prohibiting improper use of time or influence of any state employee in political campaigns.

Appointed a number of "professional" state employees to head agencies.

Involved many outstanding citizens in the processes of state government through appointments to head agencies and to boards and commissions.

Held management conferences for state agency and department heads to promote better business practices and cooperation.

Strengthened budget procedures through program development.

Added new emphasis to planning in state government, through the State Planning Task Force and special studies of particular areas of government.

Emphasized the importance of cooperation and coordination of state governmental services.

HUMAN RELATIONS

There is no more complex and challenging problem facing North Carolina and its people today. It is a problem that the next governor must face wisely and resolutely if our State is to continue to grow, and if we are to avoid the disastrous consequences that could result from irresponsible State leadership. For many years, North Carolina has dealt rationally with this difficult problem and must continue to do so. In general, I agree with the North Carolina General Assemblies which have saved us from much of the violence experienced in other states and have also saved our public schools.

Looking ahead to the next four years, I can state that—if elected—I will work diligently for an equitable solution to these civil rights problems that will be in the best interest of all North Carolinians. I am against violence, lawlessness or destruction of property for any purpose. If elected, I will uphold the law without fear or favor, in keeping with my oath of office. No candidate can legitimately promise more. No candidate can, in good conscience, promise less.

I believe it is fundamental to our way of life that every person has an inalienable right to develop his own potential to the maximum. Intolerance and injustice are contrary to our concept of a free society founded upon Christian beliefs.

As a citizen and a lawyer, I am deeply concerned, however, over the irresponsible and reckless actions which some groups are taking with the basic constitutional rights of all Americans. I do not believe that you can legislate equality. It must be earned. To that end the Negro deserves and should be given equality of opportunity. This will not come through violence or by additional laws which take away private property rights in the name of civil rights. North Carolina should be allowed to work out its own problems.

I share with many highly respected government and business leaders a deep concern over the increasing power of the federal government which threatens the legitimate authority of the State and the individual rights of citizens. With regard to increasing problems in the area of Federal-State relationships, I shall certainly look to our own North Carolina leadership for constructive assistance rather than to certain federal officials.

Despite the critical nature of the civil rights conflict, I am confident that North Carolina can and will find solutions to its problems if left alone. We will do so because it is a problem that requires a solution before we can turn our full energy to the development of our great economic potential. If elected, I shall dedicate myself and the resources of my office to this task.

Recommended that the Good Neighbor Council become a statutory body.

Strongly supported the work of the Good Neighbor Council, even to seeing that necessary funds were provided from the Contingency and Emergency Fund.

Directed that all state agencies and departments be equal opportunity employers.

Directed that state recruitment efforts include traditionally Negro colleges and universities.

Appointed the first Negro to head a state agency (the Good Neighbor Council).

Appointed three Negroes to staff or secretarial positions within the Governor's Office.

Increased minority representation on boards and commissions.

Held Statewide Conference on Community Relations to discuss problems of housing, recreation, education, employment, etc.

Assisted local governments, upon request, with problems in areas of human relations.

Sponsored summer job programs for students; 90,000 placed.

Sponsored program to keep school recreation and shop facilities open during the summer.

Urged strengthening of programs to provide food for the needy and information on its proper use.

HEALTH AND HOSPITALS

Good health is no longer a luxury. It is a necessity for all our people within the limits of medical and health care resources. We have been fortunate in the sound development of community hospitals, State mental institutions, medical colleges and other teaching institutions, private clinics and an expanding reservoir of highly-trained, competent private physicians, dentists and other medical specialists. Public health has a long and honorable record of service and leadership. We must maintain our record of progress in all areas of health care, accelerating interest and support for those major problem areas which show the greatest need.

General Fund appropriations increased by more than 53 percent to $230.5 million.

Sufficient funds were provided for the first time to provide for needs at mental institutions and retardation centers.

Supported the development of a community-based program and the reorganization of the state program along regional lines.

Supported a division of alcoholism within the Department of Mental Health and the establishment of alcoholic rehabilitation centers.

Supported the completion of the State's Comprehensive Mental Health Plan.

Provided funds for the strengthening and development of the Department of Health.

Initiated a program of comprehensive health planning.

CORRECTIONS

General Fund appropriations increased by 62.5 percent—to $85 million.

Established the Department of Correction from the old Prison Department.

Promised closer cooperation between the Department of Correction, the State Board of Paroles, and the State Probation Commission.

Provided for the first major capital improvements program in the Department of Correction's history, including a $4.2 million medium security prison.

Supported development of the Board of Juvenile Correction, including a new security unit at Butner.

Established the Governor's Council on Juvenile Delinquency to study delinquency problems and prevention possibilities.

LAW AND JUSTICE

I believe in preparedness for any emergency—natural or man-made—and appreciate the vital service rendered to our State by the National Guard and our State and local civil defense organizations. I believe in a strong national defense against the threat of international communism. As Americans, we must be constantly alert to protect, preserve and defend our Republic from attack.

I actively supported the court improvement amendment and believe it should be implemented. My many years in court convince me of its value.

Formed an interagency committee on law and order which evolved into the Governor's Law and Order Committee; now a statutory body.

Promoted a study by Albert Coates on a statewide coordinated program of law enforcement education.

Recommended and saw enacted strong laws against intimidation.

Strongly supported state and local law enforcement agencies in enforcing all laws fairly and in maintaining order.

Strongly supported National Guard preparedness programs.

Supported legislation creating uniform system of lower courts and other court improvements.

Recommended the creation of a court of appeals and appointed its first judges.

Appointed more judges than any governor in history.

Supported the updating of all civil defense preparedness plans.

HIGHWAYS

Good roads are essential to the future growth of North Carolina. Our State system has been a major contributor to the advances we have made in industry, agriculture and education. We must continue to build and maintain highways, roads and streets which keep pace with the transportation needs of our people. There is a serious question whether or not current and projected highway revenues will meet these needs. This problem will receive my careful study and I stand ready to recommend whatever is best to meet our secondary, primary, urban and interstate needs. I do not rule out the possibility of a bond issue, especially if it can be provided for without any increase in taxes. I will have more to say in the days ahead about the future of our highways.

Increased highway contract expenditures to $411 million involving more than 10,000 miles since July 1, 1965, the largest road-building program in history.

Reconstructed the State Highway Commission to insure wise utilization of highway funds.

Recommended the $300 million highway bond program approved by the people in 1965.

Sponsored the largest road-building program in history.

Established the Governor's Highway Study Commission to consider future road needs, financial needs, and departmental structure change needs.

HIGHWAY SAFETY

It will require the best education, engineering and enforcement that is available to make any substantial reduction in mounting bloodshed on our highways. During my 10 years on the State bench I was confused with many of the legal problems which result from human error and carelessness on our public roads. Building on the results of past programs, we must develop a better, more practical solution to this gigantic threat to human life in our State and nation. North Carolina must take the lead. It should not wait for someone else to solve our problems.

I was one of the founders of the North Carolina Traffic Safety Council and helped draft its by-laws and constitution.

Proposed and saw enacted the most comprehensive state highway safety programs in the nation.

Recommended the creation of the North Carolina Traffic Safety Authority to coordinate the state's total traffic safety effort.

Recommended the creation of the Highway Safety Research Center at the University of North Carolina at Chapel Hill.

Recommended a reasonable program of motor vehicle inspection.

Recommended reflectorized license plates.

Recommended laws requiring outside mirror and seat belts.

Supported a program to engineer out hazardous highway locations.

Improved and broadened the driver education program to include every new driver under the age of eighteen.

Provided additional manpower for the highway patrol.

Intensified program against drinking drivers and speeders through utilization of Breathalyzers and VASCAR units.

Recommended stronger laws governing the operation of motorcycles.

Urged strong support of traffic safety effort by courts and citizen groups.

GENERAL

Emphasized the responsibilities to the people of the various regulatory agencies of government.

Worked to resolve differences between private power companies and electric cooperatives.

Modernized the election laws for the first time in thirty years, including loose-leaf registration.

Advocated a constitutional amendment to permit the General Assembly to fix the age requirements for voting.

Proposed a study of the constitution, particularly as it pertains to the executive functions of government.

Pioneered in establishing transition procedure between administrations.

No man should enter a campaign for governor without a realization that the hand of Divine Guidance is present in all our mortal struggles for a better life. I share this awareness with the millions of North Carolinians who are working toward a more promising future for themselves and their children.

Proposed and was enacted the most comprehensive highway safety program in the nation.

Recommended the creation of the North Carolina Traffic Safety Authority to coordinate the state's total traffic safety effort.

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LIST OF OTHER SPEECHES AND ADDRESSES

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[In a single volume it is impossible to include all addresses made by a governor during his four-year term. In addition to those printed in full or summarized in the preceding sections of this book, Governor Moore gave the following 283 speeches. Of course there were numerous other occasions on which he made brief remarks but for which there were no prepared manuscripts.]

February 5, 1965	SECOND ANNUAL MEETING, NORTH CAROLINA WARM AIR HEATING AND AIR CONDITIONING CONTRACTORS ASSOCIATION, Raleigh
February 9, 1965	BANQUET OF FARMERS COOPERATIVE COUNCIL OF NORTH CAROLINA, Raleigh
February 11, 1965	BANQUET AND INSTALLATION OF OFFICERS OF YOUNG DEMOCRATIC CLUB OF NORTH CAROLINA STATE, Raleigh
February 12, 1965	MEETING OF STATE HIGHWAY PATROLMEN, Raleigh
February 13, 1965	THREE OUTSTANDING YOUNG MEN AWARDS BANQUET OF NORTH CAROLINA JUNIOR CHAMBER OF COMMERCE, Raleigh
February 16, 1965	MEETING OF ELECTRIC MEMBERSHIP CORPORATION, Raleigh
February 18, 1965	REMARKS BEFORE THE STATE STUDENT LEGISLATURE, Raleigh
February 26, 1965	DINNER OF SOUTHERN FURNITURE MANUFACTURERS' SALES AND MARKETING DIVISION, Raleigh
March 9, 1965	ANNUAL CONVENTION OF NORTH CAROLINA ASSOCIATION, HOMES FOR THE AGING, Raleigh
March 12, 1965	TWENTIETH ANNIVERSARY BANQUET OF GASTONIA INDUSTRIAL DIVERSIFICATION COMMISSION, Gastonia
March 13, 1965	SEVEN-COUNTY DEMOCRATIC PARTY RALLY, Elizabeth City
March 15, 1965	CONFERENCE CONCERNING NEGRO COLLEGES, Chapel Hill
March 16, 1965	COUNCIL ON CHRISTIAN HIGHER EDUCATION OF BAPTIST STATE CONVENTION, Raleigh
March 19, 1965	ANNUAL MEETING OF NORTH CAROLINA EDUCATION ASSOCIATION, Asheville
March 20, 1965	GARDNER-WEBB COLLEGE CONVOCATION, Boiling Springs
March 24, 1965	THE NORTH CAROLINA ASSOCIATION OF PROFESSIONS, Raleigh

March 27, 1965	SOUTH ATLANTIC REGIONAL SERTOMA CONVENTION, Raleigh
March 28, 1965	ANNUAL MEETING OF TRAVEL COUNCIL OF NORTH CAROLINA, Chapel Hill
April 6, 1965	THE SIXTH ANNUAL NATIONAL SPORTSCASTERS AND SPORTSWRITERS AWARDS PROGRAM, Salisbury
April 6, 1965	NORTH CAROLINA PULP AND PAPER CONFERENCE, Raleigh
April 9, 1965	NORTH CAROLINA STATE MOTHERS ASSOCIATION, Raleigh
April 10, 1965	JEFFERSON-JACKSON DAY DINNER, Raleigh
April 11, 1965	HALIFAX DAY PROGRAM, Halifax
April 13, 1965	LOCAL CIVIL DEFENSE FEDERAL REQUIREMENTS WORKSHOP, Raleigh
April 15, 1965	NORTH CAROLINA HIGHWAY USERS CONFERENCE, Raleigh
April 15, 1965	TOBACCO REFERENDUM PLANNING CONFERENCE, Raleigh
April 15, 1965	RETAIL EXECUTIVES CONFERENCE, Raleigh
April 23, 1965	DEDICATION OF NEW HEADQUARTERS BUILDING OF CAROLINAS BRANCH, ASSOCIATED GENERAL CONTRACTORS OF AMERICA, Charlotte
April 24, 1965	DEDICATION OF SCHRADER DIVISION PLANT, SCOVILL MANUFACTURING COMPANY, Wake Forest
May 3, 1965	THIRTIETH ANNUAL CONVENTION, NORTH CAROLINA AUTOMOBILE DEALERS ASSOCIATION, Pinehurst
May 4, 1965	NORTH CAROLINA PRODUCTS LUNCHEON, Raleigh
May 8, 1965	DEDICATION OF BRANCH BANKING & TRUST COMPANY BUILDING, Raleigh
May 12, 1965	WARREN COUNTY INDUSTRIAL DAY DINNER, Warrenton
May 27, 1965	COMMENCEMENT, SYLVA-WEBSTER SCHOOL, Sylva
May 29, 1965	COMMENCEMENT EXERCISES OF NORTH CAROLINA STATE UNIVERSITY, Raleigh
May 31, 1965	GRADUATION EXERCISES OF ELON COLLEGE, Elon College
June 2, 1965	DEDICATION OF J. SPENCER LOVE CENTER OF BURLINGTON HOSIERY COMPANY, Burlington

June 9, 1965	COMMENCEMENT EXERCISES OF THE UNIVERSITY OF NORTH CAROLINA AT GREENSBORO, Greensboro
June 14, 1965	NORTH CAROLINA ANNUAL CONFERENCE OF THE METHODIST CHURCH, Raleigh
June 18, 1965	PARTICIPANTS IN GOVERNOR'S AGRICULTURAL-INDUSTRIAL TOUR, Raleigh
June 19, 1965	FIFTY-SEVENTH ANNUAL MEETING OF SOUTHERN TEXTILE ASSOCIATION, Asheville
June 25, 1965	TWENTY-SIXTH TAR HEEL GIRLS' STATE, Raleigh
July 7, 1965	ANNUAL MEETING OF BRIGHT BELT WAREHOUSE ASSOCIATION, Wrightsville Beach
July 13, 1965	SWEARING-IN OF STATE BOARD OF CONSERVATION AND DEVELOPMENT, Raleigh
July 14, 1965	SWEARING-IN OF STATE BOARD OF HIGHER EDUCATION, Raleigh
July 14, 1965	LAW ENFORCEMENT OFFICERS OF THE CAROLINAS, Salisbury
August 5, 1965	CONFERENCE ON WATER SAFETY, Raleigh
August 5, 1965	RALEIGH CIVITAN CLUB, Raleigh
August 11, 1965	LUNCHEON OF SECURITY LIFE AND TRUST COMPANY, Winston-Salem
August 11, 1965	DEDICATION OF FORT FISHER VISITOR CENTER-MUSEUM, Fort Fisher
August 12, 1965	NORTH CAROLINA POLICE EXECUTIVES, Wrightsville Beach
August 19, 1965	GREENSBORO KIWANIS CLUB, Greensboro
August 19, 1965	DEDICATION OF GUILFORD TECHNICAL INSTITUTE, Jamestown
August 20, 1965	NORTH CAROLINA ASSOCIATION OF CHAMBER OF COMMERCE EXECUTIVES, Raleigh
August 23, 1965	ANNUAL CONVENTION OF THE NORTH CAROLINA ASSOCIATION OF COUNTY COMMISSIONERS, Asheville
September 2, 1965	LEADERSHIP SCHOOL OF PI KAPPA PHI, Davidson
September 9, 1965	OLD-FASHIONED DEMOCRATIC RALLY, Kinston
September 19, 1965	DEDICATION OF NORTH CAROLINA MARITIME BUILDING, Wilmington
September 27, 1965	DEDICATION OF D. HIDEN RAMSEY LIBRARY, Asheville.

September 27, 1965	ANNUAL CONVENTION OF NATIONAL ASSOCIATION OF STATE AUDITORS, COMPTROLLERS, AND TREASURERS, Asheville
October 1, 1965	FIFTH ANNUAL CONVENTION OF NORTH CAROLINA DEMOCRATIC WOMEN, Durham
October 4, 1965	DEDICATION OF GREENE MANUFACTURING COMPANY PLANT, Snow Hill
October 4, 1965	DEDICATION OF COLLINS & AIKMAN PLANT, Farmville
October 9, 1965	FORTY-FOURTH ANNUAL CONVENTION, ASSOCIATION OF REALTORS, Asheville
October 18, 1965	DINNER OF BOARD OF CONSERVATION AND DEVELOPMENT, Washington
October 20, 1965	MESS NIGHT, CAMP LEJEUNE, Camp Lejeune
October 23, 1965	UNVEILING OF FARM DEMONSTRATION HISTORICAL MARKER, Statesville
October 27, 1965	ANNUAL DELEGATE ASSEMBLY OF THE NORTH CAROLINA STATE SCHOOL BOARDS ASSOCIATION, Chapel Hill
October 28, 1965	REGIONAL MEETING OF NATIONAL RURAL ELECTRIC COOPERATIVES ASSOCIATION, Raleigh
October 29, 1965	FIFTY-SIXTH ANNUAL CONVENTION OF NORTH CAROLINA LEAGUE OF MUNICIPALITIES, Asheville
November 3, 1965	PERSONNEL OF THE REGIONAL OFFICES OF THE DEPARTMENT OF CONSERVATION AND DEVELOPMENT, Raleigh
November 5, 1965	ELEVENTH ANNUAL MEETING OF PULP AND PAPER FOUNDATION, INC., Raleigh
November 9, 1965	NINTH ANNUAL OCCUPATIONAL HEALTH CONFERENCE OF THE GREATER CHARLOTTE OCCUPATIONAL HEALTH COUNCIL (delivered by Lt. Governor Robert W. Scott), Charlotte
November 12, 1965	BOARD OF DIRECTORS AND AREA CHAIRMEN OF THE N. C. AUTOMOBILE DEALERS ASSOCIATION, Raleigh
November 16, 1965	THIRTIETH ANNUAL MEETING OF THE NORTH CAROLINA FARM BUREAU FEDERATION (delivered by Wayne A. Corpening), Raleigh
November 18, 1965	CENTENNIAL INAUGURAL CONVOCATION OF SHAW UNIVERSITY (delivered by Edward L. Rankin, Jr.), Raleigh
November 26, 1965	PARTY APPRECIATION DINNER OF GASTON COUNTY DEMOCRATIC EXECUTIVE COMMITTEE, Gastonia
December 1, 1965	DEDICATION OF NEW FEED MANUFACTURING PLANT OF CENTRAL CAROLINA FARMERS, INC., Durham

December 4, 1965	ANNUAL MEETING OF ASHEVILLE AGRICULTURAL DEVELOPMENT COUNCIL, Asheville
December 6, 1965	PRESENTATION OF PORTRAIT OF LYNTON YATES BALLENTINE, Raleigh
December 7, 1965	TRAFFIC SAFETY CONFERENCE OF MAYORS AND CITY MANAGERS, Raleigh
December 8, 1965	DIVISION OF SUPERINTENDENTS, NORTH CAROLINA EDUCATION ASSOCIATION, Durham
December 8, 1965	INSPECTORS OF LICENSE AND SAFETY INSPECTION DIVISION OF THE STATE DEPARTMENT OF MOTOR VEHICLES, Raleigh
January 6, 1966	THE PORK PRODUCERS CONFERENCE, Raleigh
January 14, 1966	STATEWIDE WOMEN'S TRAFFIC SAFETY SEMINAR, Raleigh
January 26, 1966	PLANT DEDICATION LUNCHEON OF BARRY OF GOLDSBORO, INC., Goldsboro
January 27, 1966	FORTIETH ANNUAL MEETING OF THE ASHEBORO CHAMBER OF COMMERCE, Asheboro
February 6, 1966	WINTER MEETING OF THE STATE BOARD OF CONSERVATION AND DEVELOPMENT, Salisbury
February 8, 1966	INDUSTRY APPRECIATION DINNER OF SHELBY LIONS CLUB, Shelby
February 11, 1966	PRESENTATION OF AMATI MUSICAL INSTRUMENTS TO THE NORTH CAROLINA SCHOOL OF THE ARTS, Raleigh
February 11, 1966	ANNUAL DINNER MEETING OF THE ASHEVILLE CHAMBER OF COMMERCE, Asheville
February 17, 1966	ANNUAL NEW BERN DISTRICT LAY RALLY OF THE METHODIST CHURCH, New Bern
February 22, 1966	NORTHEAST DISTRICT CONVENTION OF BETA CLUBS, Ahoskie
February 22, 1966	ANNUAL MEETING OF GROUP I, NORTH CAROLINA BANKERS ASSOCIATION, Greenville
February 26, 1966	JEFFERSON-JACKSON DAY DINNER, Raleigh
March 2, 1966	FORUM OF THE UNIVERSITY AND THE CITY AT THE UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE, Charlotte
March 6, 1966	DEDICATION OF CRANDALL FINISHING PLANT OF SCOTLAND MILLS, INC., Wagram
March 7, 1966	DEDICATION OF ROLESVILLE DEVELOPMENT CORPORATION BUILDING, Rolesville
March 10, 1966	ANNUAL BANQUET OF PIEDMONT ASSOCIATED INDUSTRIES, Sedgefield

March 15, 1966	UNIVERSITY OF NORTH CAROLINA FACULTY CLUB, Chapel Hill
March 21, 1966	ANNUAL MEETING OF TRAVEL COUNCIL OF NORTH CAROLINA, Statesville
March 29, 1966	SECOND ANNUAL GOVERNORS' DINNER OF THE DEMOCRATIC PARTY OF SOUTH CAROLINA, Columbia, South Carolina
April 5, 1966	GROUND-BREAKING CEREMONIES FOR NEW SYLVANIA PLANT, Smithfield
April 6, 1966	DEDICATION OF ADAMS-MILLIS HOSIERY FINISHING PLANT, Kernersville
April 7, 1966	FIRST MEETING OF THE ADVISORY COUNCIL FOR THE STATE TECHNICAL SERVICES PROGRAM FOR NORTH CAROLINA, Raleigh
April 14, 1966	NORTH CAROLINA PULP AND PAPER CONFERENCE, Winston-Salem
April 19, 1966	ANNUAL COMMUNICATION OF GRAND LODGE OF MASONS OF NORTH CAROLINA, Winston-Salem
April 20, 1966	GOVERNOR'S ADVISORY COMMITTEE ON URBAN AFFAIRS, Raleigh
April 21, 1966	ANNUAL DINNER MEETING OF MERCHANTS ASSOCIATION OF UNION COUNTY, Monroe
April 22, 1966	WESTERN NORTH CAROLINA CHAPTER OF THE SOCIETY FOR ADVANCEMENT OF MANAGEMENT, Asheville
April 26, 1966	NORTH CAROLINA PRODUCTS LUNCHEON, Raleigh
April 26, 1966	MEETING OF COMMUNITY COLLEGES, Raleigh
April 29, 1966	TESTIMONIAL DINNER FOR BRODIE GRIFFITH, Charlotte
May 3, 1966	TOTAL DEVELOPMENT MEETING, Camp Lejeune
May 4, 1966	TOTAL DEVELOPMENT MEETING, Winston-Salem
May 5, 1966	TOTAL DEVELOPMENT MEETING, Charlotte
May 6, 1966	TOTAL DEVELOPMENT MEETING, Asheville
May 15, 1966	STATE BOARD OF CONSERVATION AND DEVELOPMENT, High Point
May 16, 1966	OPEN HOUSE OF WACHOVIA BANK AND TRUST COMPANY, Winston-Salem
May 18, 1966	STATE GOVERNMENT AND ADMINISTRATIVE SEMINAR, Raleigh
May 19, 1966	DEMOCRATIC STATE CONVENTION, Raleigh
May 19, 1966	SECOND ANNUAL MEETING OF THE AMERICAN INSURANCE ASSOCIATION, Pinehurst

May 20, 1966	DEDICATION OF NEW PLANT OF SOUTHERN DEVICES, INC., Morganton
May 24, 1966	PRESENTATION OF SYMBOL OF EXCELLENCE AWARD TO JFD ELECTRONICS CORPORATION, Oxford
May 25, 1966	JOINT ANNUAL MEETING OF BAR ASSOCIATION, MEDICAL SOCIETY, AND DENTAL SOCIETY OF BUNCOMBE COUNTY, Asheville
May 26, 1966	THIRTY-SIXTH ANNUAL STATEWIDE INDUSTRIAL SAFETY MEETING OF THE NORTH CAROLINA INDUSTRIAL COMMISSION, Asheville
May 26, 1966	GROUND-BREAKING CEREMONY FOR TRI-COUNTY INDUSTRIAL EDUCATION CENTER UNIT, Murphy
May 29, 1966	COMMENCEMENT EXERCISES OF THE UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE, Charlotte
June 10, 1966	NORTH CAROLINA PRESBYTERIAN MEN'S CONFERENCE, Montreat
June 13, 1966	GRAND CHAPTER SESSION OF ORDER OF THE EASTERN STAR, Raleigh
June 18, 1966	ANNUAL MEETING OF PIEDMONT ELECTRIC MEMBERSHIP CORPORATION, Hillsborough
June 27, 1966	DEDICATION OF U.S. 17 BYPASS AND PERQUIMANS COUNTY RIVER BRIDGE, Hertford
July 1, 1966	DEDICATION OF CORNELIA NIXON DAVIS NURSING HOME, Wilmington
July 15, 1966	DEDICATION OF BEAUNIT CORPORATION PLANT, Clinton
July 18, 1966	FIFTY-FIRST ANNUAL CONFERENCE OF INTERNATIONAL ASSOCIATION FOR IDENTIFICATION, Winston-Salem
July 23, 1966	ANNUAL CONFERENCE OF DISTRICT SOLICITORS OF NORTH CAROLINA, Morehead City
July 27, 1966	STATE 4-H CLUB WEEK, Raleigh
July 28, 1966	NORTH CAROLINA SCHOOL SUPERINTENDENTS' CONFERENCE, Mars Hill
July 29, 1966	FIFTEENTH ANNUAL LEGISLATIVE WORK CONFERENCE OF THE SOUTHERN REGIONAL EDUCATION BOARD, Asheville
July 30, 1966	BREVARD MUSIC CENTER GOVERNOR'S WEEKEND, Brevard
August 4, 1966	NORTH CAROLINA BANKERS ASSOCIATION STUDENT LOAN WORKSHOP, Raleigh
August 6, 1966	DEDICATION OF NEW HEADQUARTERS FACILITIES OF BLUE RIDGE ELECTRIC MEMBERSHIP CORPORATION, Lenoir

August 18, 1966	APPALACHIAN STATE TEACHERS COLLEGE, Boone
August 18, 1966	OLD SOLDIERS' REUNION DAY, Newton
September 2, 1966	W. W. HOLDING CENTER, Raleigh
September 12, 1966	ANNUAL CONVENTION OF NORTH CAROLINA MOTOR CARRIERS ASSOCIATION, Asheville
September 14, 1966	DEDICATION AND OPENING OF NEW OFFICE OF NORTH CAROLINA NATIONAL BANK, Raleigh
September 15, 1966	DEDICATION OF VEEDER-ROOT COMPANY PLANT, Elizabethtown
September 16, 1966	KICKOFF RALLY OF DEMOCRATIC PARTY OF NORTH CAROLINA, Raleigh
September 21, 1966	SOUTHERN GOVERNORS CONFERENCE ON "TOURISM, PARKS AND RECREATION," Gilbertsville, Kentucky
September 23, 1966	SIXTH ANNUAL CONVENTION OF DEMOCRATIC WOMEN OF NORTH CAROLINA, Asheville
September 27, 1966	THIRTY-FIFTH ANNUAL CONVENTION OF NORTH CAROLINA INDEPENDENT TELEPHONE ASSOCIATION, Pinehurst
September 30, 1966	STATE CONVENTION OF YOUNG DEMOCRATIC CLUBS OF NORTH CAROLINA, Winston-Salem
October 7, 1966	ANNUAL MEETING OF NORTH CAROLINA TEXTILE MANUFACTURERS ASSOCIATION, Pinehurst
October 11, 1966	DEDICATION CEREMONY FOR FIRST NEW LINK OF APPALACHIAN DEVELOPMENT HIGHWAY, Asheville
October 12, 1966	INSTALLATION OF CHANCELLOR J. CARLYLE SITTERSON, Chapel Hill
October 17, 1966	GOVERNOR'S CONFERENCE ON WOOD UTILIZATION, Raleigh
October 22, 1966	PRESENTATION OF ERNEST W. SPANGLER MEMORIAL STADIUM, Boiling Springs
October 27, 1966	"GET ACQUAINTED" LUNCHEON OF BLACK & DECKER MANUFACTURING COMPANY, Fayetteville
November 5, 1966	DEDICATION OF BUILDINGS AND PARENTS' DAY PROGRAM OF ELON COLLEGE, Elon College
November 28, 1966	GOVERNOR'S RETAIL FOOD INDUSTRY AWARDS DINNER, Raleigh
November 29, 1966	DEDICATION OF NEW PLANT OF GENERAL TIME CORPORATION, Davidson
December 5, 1966	ANNUAL MOUNT AIRY CHAMBER OF COMMERCE DINNER, Mount Airy

December 11, 1966	DINNER OF BOARD OF CONSERVATION AND DEVELOPMENT, Charlotte
December 22, 1966	TRAINING PROGRAM GRADUATION LUNCHEON OF DEPARTMENT OF CONSERVATION AND DEVELOPMENT, Raleigh
January 19, 1967	FORTY-SECOND ANNUAL NEWSPAPER INSTITUTE, NORTH CAROLINA PRESS ASSOCIATION, Chapel Hill
February 23, 1967	DEDICATION CEREMONIES OF THE NORTH CAROLINA AGRICULTURAL HALL OF FAME, Raleigh
February 28, 1967	DINNER OF FARMERS COOPERATIVE COUNCIL OF NORTH CAROLINA, Raleigh
March 3, 1967	INSTALLATION OF CHANCELLOR DEAN W. COLVARD AT THE UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE, Charlotte
March 10, 1967	CONVENTION OF THE DEPARTMENT OF EDUCATIONAL SECRETARIES OF THE NORTH CAROLINA EDUCATION ASSOCIATION, Durham
March 15, 1967	TWENTY-SIXTH ANNUAL DINNER MEETING OF THE NORTH CAROLINA CITIZENS ASSOCIATION, Raleigh
March 16, 1967	1967 AWARDS CEREMONY OF THE GOVERNOR'S COMMITTEE ON EMPLOYMENT OF THE HANDICAPPED, Raleigh
March 18, 1967	JEFFERSON-JACKSON DAY DINNER, Raleigh
March 29, 1967	TESTIMONIAL DINNER HONORING LOUIS V. SUTTON, Raleigh
April 7, 1967	DEDICATION LUNCHEON OF U. S. HIGHWAY 74 BYPASS, Laurinburg
April 8, 1967	WESTERN CAROLINA COLLEGE DEDICATION OF HELDER, LEATHERWOOD, AND DODSON BUILDINGS, Cullowhee
April 9, 1967	DEDICATION OF T. C. ROBERSON HIGH SCHOOL, Skyland
April 13, 1967	1967 COOPERATIVE FIELD FORESTRY PROGRAM, Hoffman
April 14, 1967	SEVENTH ANNUAL CONVENTION OF THE NORTH CAROLINA NATIONAL GUARD ASSOCIATION, Wrightsville Beach
April 14, 1967	DINNER HONORING THE KENANSVILLE PLANT OPENING OF REEVES BROTHERS, INC., Kenansville
April 15, 1967	INAUGURATION OF DR. E. BRUCE HEILMAN AS PRESIDENT OF MEREDITH COLLEGE, Raleigh
April 16, 1967	QUARTERLY MEETING OF THE BOARD OF CONSERVATION AND DEVELOPMENT, Goldsboro

April 17, 1967	GOVERNOR'S CONFERENCE ON HOUSING FOR THE ELDERLY (delivered by Charles Dunn), Durham
April 19, 1967	OPENING OF NEW PLANT OF MORGANITE, INCORPORATED, Dunn
April 24, 1967	DEDICATION OF GILBARCO, INCORPORATED, Greensboro
April 26, 1967	NORTH CAROLINA CONGRESS OF PARENTS AND TEACHERS CONVENTION, Raleigh
April 29, 1967	DIAMOND ANNIVERSARY CONVOCATION AND DEDICATION PROGRAM OF THE AGRICULTURAL AND TECHNICAL COLLEGE OF NORTH CAROLINA (delivered by Charles Dunn), Greensboro
May 12, 1967	DEDICATION OF VARCO-CAROLINA DIVISION OF VARCO STEEL, INCORPORATED, Kernersville
May 16, 1967	NORTH CAROLINA AWARDS DINNER, Raleigh
May 21, 1967	KANNAPOLIS APPRECIATION DAY HONORING CHARLES A. CANNON, Kannapolis
May 23, 1967	INDUSTRY DAY OF THE ROCKY MOUNT CENTENNIAL CELEBRATION, Rocky Mount
May 25, 1967	LAW APPRECIATION DAY, Tarboro
May 27, 1967	COMMENCEMENT EXERCISES OF NORTH CAROLINA STATE UNIVERSITY AT RALEIGH, Raleigh
May 28, 1967	GRADUATION EXERCISES OF THE UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE, Charlotte
June 4, 1967	SEVENTY-FIFTH ANNUAL COMMENCEMENT OF THE UNIVERSITY OF NORTH CAROLINA AT GREENSBORO, Greensboro
June 10, 1967	THE PLANT EXPANSION DEDICATION CEREMONIES BASF COLORS AND CHEMICALS, INCORPORATED, Charlotte
June 13, 1967	THIRTY-SECOND ANNUAL MEETING, NATIONAL APPLE INSTITUTE, Asheville
June 13, 1967	CONVENTION OF THE NORTH CAROLINA ASSOCIATION OF BROADCASTERS, INC., Raleigh
June 21, 1967	ROHM AND HAAS PLANT DEDICATION LUNCHEON, Fayetteville
June 29, 1967	GROUND-BREAKING—WESTINGHOUSE FACILITY, Charlotte
July 5, 1967	LAW AND ORDER COMMITTEE, Raleigh
July 20, 1967	OPENING OF DEMONSTRATION BRICK HOUSE, Near Durham

July 23, 1967	QUARTERLY MEETING OF THE BOARD OF CONSERVATION AND DEVELOPMENT, Gastonia
July 25, 1967	TRAFFIC SAFETY AUTHORITY MEETING, Raleigh
July 26, 1967	INTRODUCTION OF THE HONORABLE ALAN S. BOYD, UNITED STATES SECRETARY OF TRANSPORTATION, Raleigh
August 7, 1967	ANNUAL WORK CONFERENCE OF STATE COMMISSIONS ON HIGHER EDUCATION FACILITIES, Raleigh
August 18, 1967	FOURTH ANNUAL COMMENCEMENT EXERCISES AT W. W. HOLDING TECHNICAL INSTITUTE, Raleigh
August 20, 1967	FORMAL DEDICATION OF THE CENTRAL OFFICE BUILDING, SOUTHERN NATIONAL BANK OF NORTH CAROLINA, Lumberton
August 30, 1967	DISCUSSION OF THE REPORT OF THE NEGRO COLLEGE COMMISSION AT THE SOUTHERN REGIONAL EDUCATION BOARD MEETING, White Sulphur Springs, West Virginia
September 1, 1967	STATEWIDE MEETING OF NORTH CAROLINA STUDY IN VOCATIONAL REHABILITATION, Raleigh
September 11, 1967	WELCOMING REMARKS AT THE SOUTHERN GOVERNORS CONFERENCE, Asheville
September 13, 1967	CONFERENCE OF APPALACHIAN GOVERNORS, Asheville
September 15, 1967	DEDICATION OF STADIUM, NORTHERN NASH HIGH SCHOOL, Rocky Mount
September 19, 1967	REMARKS AT CHOWAN COLLEGE, Murfreesboro
September 19, 1967	ANNOUNCEMENT OF NEW FACILITY OF FARMERS CHEMICAL ASSOCIATION, INC., Ahoskie
September 24, 1967	DEDICATION OF SURRY COUNTY COMMUNITY COLLEGE AND INSTALLATION OF PRESIDENT I. JOHN KREPICK, Dobson
September 29, 1967	LUNCHEON—EASTMAN DILLON, UNION SECURITIES & COMPANY, New York, New York
September 30, 1967	DEDICATION OF NEW PLANT HENREDON FURNITURE INDUSTRIES, Spruce Pine
October 2, 1967	DEDICATION OF RESEARCH AND ENGINEERING CENTER, SUPERIOR CONTINENTAL CORPORATION, Hickory
October 6, 1967	INSTALLATION OF CHANCELLOR JAMES S. FERGUSON, Greensboro

October 15, 1967	OPENING OF THE DEMONSTRATION CONCRETE MASONRY HOUSE, Near Rocky Mount
November 1, 1967	LUNCHEON IN CONNECTION WITH DEDICATION OF ANACONDA WIRE AND CABLE COMPANY, Tarboro
November 4, 1967	VANCE-AYCOCK DINNER, Asheville
November 6, 1967	ANNUAL CONVENTION OF ASSOCIATED GENERAL CONTRACTORS OF AMERICA, INC. CAROLINAS BRANCH, Hollywood-By-The-Sea, Florida
November 14, 1967	ANNUAL CONVENTION, NORTH CAROLINA FARM BUREAU FEDERATION, Durham
November 15, 1967	DEDICATION OF HERCULES FIBERS RESEARCH AND DEVELOPMENT LABORATORY, Research Triangle Park
November 16, 1967	ANNUAL DINNER HONORING FORMER GOVERNORS FROM ROCKINGHAM COUNTY, Reidsville
November 17, 1967	LUNCHEON COMMEMORATING MILLIONTH TELEPHONE IN NORTH CAROLINA, Raleigh
November 21, 1967	GOVERNOR'S RETAIL FOOD INDUSTRY AWARDS DINNER, Raleigh
November 28, 1967	DEDICATION OF GENERAL TIRE & RUBBER COMPANY'S CHARLOTTE PLANT, Charlotte
November 29, 1967	TWENTIETH ANNIVERSARY BANQUET, NORTH CAROLINA STATE ART SOCIETY, Raleigh
December 15, 1967	DEDICATION OF NEW DORMITORIES, ASHEVILLE-BILTMORE COLLEGE, Asheville
January 9, 1968	GOVERNOR'S COUNCIL FOR ECONOMIC DEVELOPMENT, Raleigh
January 18, 1968	NORTH CAROLINA PRESS ASSOCIATION ANNUAL AWARDS NIGHT, Chapel Hill
January 19, 1968	NORTH CAROLINA STATE SOCIETY OF WASHINGTON, Washington, D. C.
January 21, 1968	DINNER MEETING OF BOARD OF CONSERVATION AND DEVELOPMENT, Lumberton
February 1, 1968	HIGH POINT LIONS CLUB, High Point
February 9, 1968	LUNCHEON OF NORTHWEST NORTH CAROLINA DEVELOPMENT ASSOCIATION OFFICIALS, Boone
February 12, 1968	SEVENTH ANNUAL STAFF DEVELOPMENT WORKSHOP FOR COTTAGE COUNSELORS, Concord
February 22, 1968	NORTH CAROLINA MOTOR CARRIERS SALES COUNCIL, Charlotte
March 6, 1968	OPENING OF TOBACCO GROWERS TRADE FAIR, Wilson

March 9, 1968	JEFFERSON-JACKSON DAY DINNER, Raleigh
March 14, 1968	ANNUAL MEMBERSHIP MEETING, ALEXANDER COUNTY CHAMBER OF COMMERCE, Taylorsville
March 18, 1968	1968 AWARDS CEREMONY OF THE GOVERNOR'S COMMITTEE ON EMPLOYMENT OF THE HANDICAPPED, Raleigh
March 19, 1968	GOVERNOR'S ADVISORY COMMITTEE ON BEAUTIFICATION, Raleigh
March 22, 1968	TWENTY-FOURTH ANNUAL LEADERSHIP CONFERENCE, NORTH CAROLINA DISTRIBUTIVE EDUCATION CLUBS OF AMERICA BANQUET AND AWARDS PROGRAM (delivered by Dr. Charles F. Carroll), Raleigh
March 24, 1968	DEDICATION OF THE CLASSROOM BUILDING AND COUNSELING CENTER-ADMINISTRATION BUILDING, CENTRAL PIEDMONT COMMUNITY COLLEGE (delivered by George Broadrick), Charlotte
March 27, 1968	GROUND-BREAKING CEREMONIES OF NEW FACILITY OF FARMERS CHEMICAL ASSOCIATION, INC., Near Tunis
March 28, 1968	TEACHERS' APPRECIATION NIGHT FOR ELKIN CITY SCHOOLS, Elkin
April 21, 1968	SPRING MEETING OF BOARD OF CONSERVATION AND DEVELOPMENT, Raleigh
April 28, 1968	DEDICATION OF THE DUKE HOMESTEAD AS A NATIONAL HISTORIC LANDMARK, Durham
May 17, 1968	ANNUAL CONVENTION OF THE NORTH CAROLINA FEDERATION OF WOMEN'S CLUBS, INC., Pinehurst
May 22, 1968	NORTH CAROLINA SENIOR CITIZENS CONVENTION, Raleigh
May 25, 26, June 2, 3, 1968	GRADUATION EXERCISES AT THE FOUR BRANCHES OF THE CONSOLIDATED UNIVERSITY OF NORTH CAROLINA (N.C. State University; University of N.C. at Charlotte; University of N.C. at Greensboro; University of N.C. at Chapel Hill
May 28, 1968	FORMAL DEDICATION OF NEW REGIONAL FIRST UNION NATIONAL BANK BUILDING, Raleigh
May 31, 1968	DEDICATION LUNCHEON OF THE RALEIGH DISTRICT OFFICE BUILDING OF THE PUBLIC SERVICE COMPANY OF NORTH CAROLINA, INC., Raleigh
June 6, 1968	STATE DEMOCRATIC CONVENTION, Raleigh
June 11, 1968	1968 ANNUAL MEETING AND REGIONAL CONVOCATION OF THE SOUTHERN REGIONAL EDUCATION BOARD, Atlanta, Georgia

June 21, 1968	ANNUAL MEETING OF THE NORTH CAROLINA BAR ASSOCIATION, Myrtle Beach, South Carolina
June 27, 1968	DEDICATION OF THE E. B. JEFFRESS PARK, BLUE RIDGE PARKWAY, Blowing Rock
July 8, 1968	U.S. CIVIL DEFENSE COUNCIL—ANNUAL CONFERENCE (delivered by Charles Dunn), Asheville
July 16, 1968	PRESENTATION OF SERVICE CERTIFICATES TO HIGHWAY COMMISSION EMPLOYEES, Raleigh
August 19, 1968	LUNCHEON HONORING STORE MANAGERS AND OFFICERS OF SUPER DOLLAR STORES, INC., Raleigh
August 21, 1968	GROUND-BREAKING CEREMONIES FOR JEFFERSON FIRST UNION TOWER, Charlotte
September 9, 1968	SOUTHERN CONFERENCE OF THE STATE SOIL AND WATER CONSERVATION COMMITTEE, Asheville
September 12, 1968	GOVERNOR'S ANNUAL RECOGNITION DAY, ROCKINGHAM DEMOCRATIC EXECUTIVE COMMITTEE, Eden
September 12, 1968	INAUGURATION OF THE STATEWIDE LIME USE PROMOTION PROGRAM, Raleigh
September 17, 1968	INTRODUCTION OF MR. LEO CHERNE AT EIGHTIETH ANNIVERSARY OF THE BELK STORES, Charlotte
September 17, 1968	UNITED FUND CAMPAIGN, Raleigh
September 19, 1968	MEETING OF THE GOVERNOR'S COMMITTEE ON THE EMPLOYMENT OF THE HANDICAPPED, High Point
September 20, 1968	DEMOCRATIC WOMEN'S CONVENTION, Winston-Salem
September 26, 1968	WELCOME TO JOINT MEETING OF THE N. C. TRAFFIC SAFETY COUNCIL, INC., AND THE TRAFFIC SAFETY AUTHORITY, Raleigh
September 28, 1968	DEDICATION OF THE NEW WASTE TREATMENT FACILITIES OF THE METROPOLITAN SEWERAGE DISTRICT OF BUNCOMBE COUNTY, North of Asheville
October 2, 1968	RECEPTION AND DINNER HONORING MR. W. E. EASTERLING, Raleigh
October 10, 1968	LUNCHEON PRECEDING GROUND-BREAKING CEREMONIES FOR WESTERN ELECTRIC COMPANY, Greensboro
October 12, 1968	VANCE-AYCOCK DINNER, Asheville
October 14, 1968	N.C. STATE FAIR—AGRICULTURE COMMISSIONER'S LUNCHEON, Raleigh

October 20, 1968	DEDICATION OF THE C. A. DILLON SCHOOL, Butner
November 26, 1968	GOVERNOR'S RETAIL FOOD INDUSTRY AWARDS DINNER, Raleigh
December 20, 1968	DEDICATION OF THE AIRPORT ON OCRACOKE ISLAND (delivered by Wayne Corpening), Ocracoke Island Airport

PROCLAMATIONS

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[The proclamations included herein are selected from a larger number. Space limitations prevented use of all, but often there were several proclamations on similar subjects; those printed in this volume are typical of the ones issued by Governor Dan K. Moore.]

DISASTER AREA

EXECUTIVE DEPARTMENT
RALEIGH

A PROCLAMATION BY THE GOVERNOR
March 22, 1965

WHEREAS, a vicious, powerful, and destructive tornado affected our State in the Counties of Duplin, Jones, Craven, Pamlico, and Beaufort on the night of March 17, 1965, accompanied by heavy rainfall causing casualties among our people and death to two of our citizens and

WHEREAS, as a result of this tornado great damage and destruction to both public and private property was sustained, and

WHEREAS, the above-described great damage and destruction resulted in major disaster conditions, and

WHEREAS, state and local agencies, including the Civil Defense organizations and the American Red Cross, are now actively engaged in rendering assistance, and

WHEREAS, all available state and governmental funds are or will be committed to this purpose, and

WHEREAS, many of the governing bodies of the stricken areas have requested that their area be designated as a Major Disaster Area, and

WHEREAS, federal assistance will be needed for the rehabilitation and relief of business, agriculture, and public damage losses.

NOW, THEREFORE, I, Dan K. Moore, Governor of North Carolina, do hereby declare a State of Emergency to exist in those areas in the State of North Carolina described above which have been affected by the conditions hereinabove set forth, and I do hereby designate the same as Major Disaster Areas.

(Seal) Done in the City of Raleigh this the twenty-second day of March in the year of our Lord, Nineteen Hundred and Sixty-five.

Dan Moore, *Governor*

Charles J. Dunn, *Private Secretary*

SPECIAL SESSION OF THE GENERAL ASSEMBLY

EXECUTIVE DEPARTMENT
RALEIGH

A PROCLAMATION BY THE GOVERNOR
December 10, 1965

WHEREAS, the provisions of Sections 5 and 6 of Article II of the Constitution of North Carolina, which allocate to each county at least one representative without respect to its ratio of representation, together with the statutes of the State of North Carolina, G. S. 163-103, G. S. 120-1, and G. S. 120-2, have been declared void and of no effect by the United States District Court for the Middle District of North Carolina, and

WHEREAS, the 1966 primaries and general elections insofar as they relate to the election of members of the North Carolina General Assembly and the United States House of Representatives, have been enjoined by the aforesaid Court, and

WHEREAS, enforcement of the injunction has been stayed until January 31, 1966, so that the General Assembly of North Carolina may be provided an opportunity to enact appropriate statutes under the Constitution of North Carolina and the Constitution of the United States for the purpose of meeting the requirements of redistricting and reapportionment as required by the Court,

NOW, THEREFORE, I, Dan K. Moore, Governor of the State of North Carolina, under and by virtue of the authority vested in me by Article 3, Section 9 of the Constitution of North Carolina, do, by and with the advice and assent of the Council of State, proclaim that the General Assembly of North Carolina shall meet in Extra Session at Raleigh at Noon, Monday, January 10, 1966, for the purpose of considering and acting upon legislation to reapportion and redistrict the State of North Carolina. I do hereby call upon, notify, and direct all members of the said General Assembly to meet in the City of Raleigh at Noon, January 10, 1966, in such General Assembly as provided by the Constitution.

(Seal) Done at our Capitol at Raleigh, this the sixth day of December in the year of our Lord, 1965.

Dan K. Moore, *Governor*

OFFER OF REWARD FOR APPREHENSION OF CRIMINALS

EXECUTIVE DEPARTMENT
RALEIGH

A PROCLAMATION BY THE GOVERNOR
June 30, 1967

[The 1967 General Assembly provided that the governor offer an award not to exceed ten thousand dollars when it appeared to him that a felony or other infamous crime had been committed within the state. The award was to be offered for information leading to the arrest or conviction of the person or persons responsible for the crime. (*Session Laws*, 1967, c. 165, s. 2) On June 30 of that year Governor Moore issued a statement in which he referred to "The outrageous terrorism and flaunting of the law in Anson County last night and early this morning [which] are prime examples of occurrences that caused me to recommend, and the General Assembly in its wisdom to adopt, new laws aimed at bombings and intimidations." The following proclamation was the first of several issued under the provisions of G. S. 15-53.1.]

WHEREAS, on the night of June 29, or morning of June 30, 1967, the property of the persons and company listed below was damaged by high explosives:

Residence of William L. Wildermuth, Wadesboro;
Residence of Glenn K. Martin, near Ansonville, Anson County;
Residence of Ed Tucker, near Polkton, Anson County;
Summer cabin of William Stegall, near Morven, Anson County; and
Property of Pee Dee Oil Company, Wadesboro; and

WHEREAS, such damage by explosives was unlawfully and feloniously caused by some person or persons unknown; and

WHEREAS, it is important for the preservation of law and order that the responsible person or persons be brought to justice,

NOW, THEREFORE, I, Dan K. Moore, Governor of North Carolina, under and by virtue of the authority contained in Section 15-53.1 of the General Statutes of North Carolina, do hereby offer a reward of FIVE THOUSAND ($5,000.00) DOLLARS to be paid to any person who shall furnish information to the Sheriff of Anson County, the Chief of Police of the Town of Wadesboro, or the Director of the State Bureau of Investigation leading to the arrest and conviction of such person or persons responsible for, participating in, or conspiring to commit any one or more of the above-described incidents.

The reward herein offered does not extend to any law enforcement officer of the state or any political subdivision thereof.

(Seal) Done at our Capital City of Raleigh, this the thirtieth day of June, in the year of our Lord, one thousand nine hundred and sixty-seven.

Dan Moore, *Governor*

WITNESS: George R. Ragsdale

THANKSGIVING DAY

EXECUTIVE DEPARTMENT
RALEIGH

A PROCLAMATION BY THE GOVERNOR
November 7, 1968

WHEREAS, President Washington in 1789 called for a day of public thanksgiving and prayer to be observed by acknowledging with grateful hearts the many and signal favors of Almighty God; and

WHEREAS, this observance is a tradition with our people, who have continued to seek and be blessed with favor since that time; and

WHEREAS, America and North Carolina, though not without trials nor secure from tribulations, have much to be thankful for; and

WHEREAS, we would continue to seek the favor and blessing of Divine Providence, while acknowledging the guidance He has given us; and

WHEREAS, we have been able to share some of our abundance with the less privileged of this world;

NOW, THEREFORE, I, Dan Moore, Governor of North Carolina, do hereby proclaim Thursday, November 28, 1968, a legal holiday in North Carolina, and urge that it be observed as a day of Thanksgiving, respectfully requesting the patriotic display of the Flag and generous support to the special worldwide programs of our great religious faiths to aid needy persons overseas.

(Seal) IN WITNESS WHEREOF, I have hereunto set my hand and caused the Great Seal of the State of North Carolina to be affixed. Done at the City of Raleigh, this the seventh day of November in the year of our Lord nineteen hundred and sixty-eight.

Dan Moore, *Governor*

G. H. Elliott, *News Secretary*

PRESIDENTIAL ELECTORS

EXECUTIVE DEPARTMENT
RALEIGH

A PROCLAMATION BY THE GOVERNOR
December 2, 1968

WHEREAS, the State Board of Elections of the State of North Carolina has canvassed the returns of the votes cast for electors for President and Vice-President of the United States at the General Election held on November 5, 1968; and

WHEREAS, said State Board of Elections has prepared and certified an abstract of same to the Secretary of State of the State of North Carolina; and

WHEREAS, said Secretary of State has, under his hand and the seal of his office, certified to the undersigned Governor of the State of North Carolina the names of as many persons receiving the highest number of votes for electors of President and Vice-President of the United States as the State of North Carolina is entitled to in the Electoral College;

NOW THEREFORE, I, Dan K. Moore, Governor of the State of North Carolina, pursuant to the power and authority vested in me by the provisions contained in the General Statutes of North Carolina, Section 163-210, do hereby proclaim that the following persons have been duly elected as electors for President and Vice-President of the United States:

ELECTOR	CONGRESSIONAL DISTRICT
A. W. (Billy) Houtz	First
Dr. Lloyd Bailey	Second

Sam E. Godwin	Third
Russell N. Barringer, Sr.	Fourth
H. F. Stanley	Fifth
James Rodgers	Sixth
J. T. Clemons	Seventh
W. S. Bogle	Eighth
R. Powell Majors	Ninth
Edward H. Smith	Tenth
R. Curtis Ratcliff	Eleventh

ELECTORS AT LARGE

H. J. Liverman
Mrs. Dorothy Presser Furr

and each of the electors above named are hereby enjoined to attend a meeting at the Hall of the House of Representatives in the City of Raleigh, North Carolina, at noon, on the sixteenth day of December, 1968, for the purpose of voting for the President and Vice-President of the United States, as required by law.

(Seal) Done at our Capital City of Raleigh, this second day of December, in the year of our Lord one thousand nine hundred and sixty-eight, and in the one hundred and ninety-eighth [*sic*] year of our American Independence.

Dan Moore, *Governor*

INAUGURATION OF ROBERT W. SCOTT

EXECUTIVE DEPARTMENT
RALEIGH

A PROCLAMATION BY THE GOVERNOR
December 18, 1968

WHEREAS, the Constitution of North Carolina provides that the supreme executive power of the State shall be vested in a Governor and stipulates that his term of office shall be for four years, commencing on the first of January next after his election by the qualified electors of the State and shall continue until his successor is elected and qualified;

AND WHEREAS, in the general election of November 5, 1968, the Honorable Robert W. Scott was elected Governor at the same time that other constitutional State officers were chosen, and the results of this election have been certified by legally prescribed authority;

AND WHEREAS, the Honorable Robert W. Scott and other elected constitutional officers will take their oaths of office in a ceremony beginning at noon on January 3, 1969:

NOW, THEREFORE, I, Dan Moore, Governor of the State of North Carolina, do hereby proclaim Thursday and Friday, January 2 and 3, 1969, as the period for the festivities and ceremonies pertaining to the inauguration arranged by the Governor's Inaugural Committee.

(Seal) Done at our Capital City of Raleigh, this eighteenth day of December, in the year of our Lord one thousand nine hundred and sixty-eight, and in the one hundred and ninety-second year of our American Independence.

Dan Moore, *Governor*

STATEMENTS

STATEMENTS

[During his administration, Governor Moore issued hundreds of statements and public announcements; few days passed without the issuance of one or more press releases. It is obvious that relatively few could be used; those selected are included because of their significance or because they were representative of many others. The subject matter of addresses and statements often overlapped, and for this reason, some statements have been omitted even though they were of interest and importance. Every governor is called on to proclaim many "days," "weeks," and "months." These statements, referring to "Miss North Carolina Week," "Golf Day in North Carolina," "Honor Sunday School Teachers Week," "Plant a Tree Week," "Corn Bread Week," and "American History Month" are only six of hundreds of such titles. In the interest of space, none of these has been included. Some of the other statements are cited or quoted in part in headnotes.]

ON THE DEATH OF JOHN MOTLEY MOREHEAD

January 9, 1965

[The statement issued on the occasion of the death of Morehead was the first of more than a dozen similar expressions of sorrow from Governor Moore during the four years he served as chief executive. North Carolina residents whose deaths were noted, and the date of the statements, follow: Congressman Herbert Bonner, November 7, 1965; Mrs. Charles A. Cannon of Concord, patron of the arts, December 22, 1965; Supreme Court Justice J. Wallace Winborne, July 9, 1966; Vittorio Giannini, director of the School of the Arts, November 28, 1966; Congressman Graham A. Barden, January 29, 1967; J. Spencer Bell, state senator and federal judge from Charlotte, March 20, 1967; George Uzzell, state representative for many terms, July 31, 1967; James C. Farthing, judge of the superior court and later of the court of appeals, December 6, 1967; Hoyle Sink of Greensboro, emergency judge of the superior court, February 25, 1968; L. P. McLendon of Greensboro, lawyer and civic leader of note, August 7, 1968; John W. Umstead, legislator and chairman, Hospitals Board of Control, August 21, 1968; and David S. Coltrane, chairman of the North Carolina Good Neighbor Council, October 31, 1968.]

All North Carolina is saddened by the loss of Mr. Morehead.[221] His many contributions to his native state have given us educational and cultural enrichment which will be a permanent part of the life of North Carolina. Mrs. Moore and I join in extending our deepest sympathy to his family and in expressing for our citizens the sense of loss which all feel.

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[221] John Motley Morehead (1870-1965), chemist and philanthropist, native of Spray, from New York; B.S., University of North Carolina, Chapel Hill; several honorary degrees; former ambassador to Sweden; affiliated with several major corporations; donor of Morehead Planatarium and other gifts to University of North Carolina and other institutions. *Who's Who in America*, Vol. 33, p. 1424.

ON THE RESEARCH TRIANGLE FOUNDATION

January 21, 1965

It gives me great pleasure to join in welcoming Luther Hodges as the new chairman of the Research Triangle Foundation. I certainly want to express to Gordon Gray[222] my appreciation of his fine services and say to you, Governor Hodges, and everyone connected with the Research Triangle that you can count upon my complete support and that of the entire executive branch of government.

Luther Hodges has served this state as governor and our nation as secretary of commerce with rare distinction and success, and I consider it a personal privilege to welcome him back to North Carolina officially on behalf of the state.

What has always impressed me most about the Research Triangle is that it was almost completely underwritten by private enterprise. I understand that some $2 million was contributed by 175 corporate citizens of this state and that approximately $1.3 million was borrowed from private lenders in order to finance the acquisition of land and provide for capital improvements, making a total investment of $3.3 million.

At the time this program was launched in 1959, the concept of the Research Triangle was nothing more than an idea. Today it has taken on real stature in productive and material terms and will truly serve as a nucleus for the scientific development of this state and nation through applied and fundamental research.

We in North Carolina are grateful for this magnificent expression of confidence in our future. But more than that are we grateful for the fine attitude and spirit of cooperation that motivate our people.

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[222] Gordon Gray (1909-   ), publishing company executive from Washington, D.C.; A.B., University of North Carolina, Chapel Hill; LL.B., Yale; World War II veteran; various government posts, including secretary of army, 1949-1950; appointed president, University of North Carolina, 1950; other government positions, 1955-1961; chairman of board, Piedmont Publishing Company (Winston-Salem newspapers), since 1961; state senator, 1939, 1941, 1947. *North Carolina Manual, 1947*, 402-403; *Who's Who in America*, Vol. 35, p. 879.

My congratulations to the many fine citizens who comprise the boards and staffs of the Research Triangle Foundation, the Research Triangle Institute, and the Research Triangle Park.

ON VETO POWER FOR THE GOVERNOR

February 10, 1965

I feel the governor of North Carolina has enough power. I would not advocate the veto power for him. Our system has worked well over the years. The General Assembly and the governor have generally worked well together, and I think they will continue to do so in the future.

ON VOTING ON MARKET QUOTAS BY BURLEY GROWERS

February 15, 1965

Thursday, February 25, is a very important day to burley tobacco growers in North Carolina. On this date burley growers will be voting on market quotas for three more years. This program amounts to a $12 million to $13 million industry for western North Carolina. In the twenty-five years this program has been in operation, it has meant an increase in price of a little over sixteen cents per pound in 1939 to about a sixty-cent per pound average in 1964. I urge all eligible burley tobacco farmers to go to the polls on February 25 and vote to continue the burley tobacco market quota program.

ON THE STATE AIRPLANE, THE *KITTY HAWK*

April 1, 1965

During my campaign for governor, I heard many criticisms concerning the use of the state airplane, *Kitty Hawk*, as a costly and unnecessary expense of the Governor's Office. I stated then that I would seriously question the use of such an aircraft solely for the travel of the governor, and that, if elected, I would consider disposing of this airplane.

Since taking office, I have worked closely with the Department of Administration in studying the operation and use of the

Kitty Hawk. This study disclosed that the state also has another plane, similar to the *Kitty Hawk* in size and performance, which was intended for use similar to that of the *Kitty Hawk*. This second aircraft, a twin-engine Beechcraft, was transferred from the State Civil Defense Agency to the Central Motor Pool of the General Services Division early in the summer of 1964.

I found that these planes were operated from the Central Motor Pool, with the Motor Pool absorbing the actual cost of the operation of these aircraft when used by the Governor's Office. The Department of Conservation and Development, which was the other principal user of the aircraft, paid the hourly cost of operating either plane when using it for industrial development purposes.

After careful study, I have come to the conclusion that the *Kitty Hawk* is a valuable and useful tool of the state of North Carolina when properly used, especially in the field of assisting with industrial and economic development of the state.

Effective today, I have requested the Department of Administration to transfer the *Kitty Hawk* to the State Department of Conservation and Development, which will be responsible for operating the aircraft. When not in use by the Department of Conservation and Development, the plane will be available to other state agencies.

Costs of operation will be paid on an hourly basis by each agency—including the Governor's Office—which uses the aircraft. Primary use of the plane will be in providing timesaving transportation, when necessary, to industrialists and others who are accustomed to air travel in their search for industrial sites and other economic development. North Carolina must compete with its neighboring states for new industry, and most of our neighboring states provide this type of air travel for their industrial prospects.

Where schedules require, I will use the *Kitty Hawk* on official state business. I shall not rely on this aircraft as my primary means of transportation, but will travel by whatever state-owned, commercial, or private means are available to carry out my job as efficiently and economically as possible. I do not think that the *Kitty Hawk* should be used by the governor as a personal or executive aircraft for his own convenience alone. The expense of this aircraft can be clearly justified when it is operated on official business in the interest of the state of North Carolina. I intend to see that this is done.

It is apparent that the second plane does not justify its expense of operation, and I have directed the State Department of Administration to declare it as surplus so that it may be sold by the Division of Purchase and Contract. Estimates of sales value are $15,000 to $20,000.

Since the Central Motor Pool has been paying a substantial portion of the cost of operating the airplanes, it is my recommendation, in which the state auditor concurs, that the proceeds from the sale of the former civil defense plane first be applied to the Motor Pool to repay a deficit of nearly $8,000 and that any excess proceeds then be transferred to the Department of Conservation and Development as working capital for the remainder of this fiscal year to help fund the operation of the *Kitty Hawk*.

ON COURTS COMMISSION RECOMMENDATIONS

April 23, 1965

I am very pleased that the General Assembly has given its overwhelming approval to the recommendations of the Courts Commission. Improvement of our system of courts has been needed for many years. This action is a long step toward better administration of justice in North Carolina.

ON AN INCREASE IN THE SALARY OF THE GOVERNOR

April 30, 1965

I am opposed to raising the salary of the governor while I am in office. If the legislature wants to increase the governor's salary, it should be done so effective after the end of my term.

ON ACREAGE-POUNDAGE PLAN

May 4, 1965

[Tobacco farmers voted to support the proposed acreage-poundage plan. On February 9 the governor had appeared before the Senate Agriculture Committee to lend support to proposed legislation which would increase the acceptability and usability of tobacco in domestic and foreign markets and which would develop price supports in line with market demands. Senate legislation had been introduced by Senators Ervin and Jordan and

House legislation by Congressman Cooley. The governor had urged the committees to pass the bill as early as possible so that the farmers could vote on the program for 1965. In the following statement Governor Moore commended the farmers for their affirmative vote.]

The vote of the tobacco farmers in North Carolina for the acreage-poundage plan reflects their faith in the future of the tobacco industry.

I have maintained that if they had all the facts, our tobacco farmers would make the right decision. Their vote today has justified my conviction.

I want personally to congratulate and thank all the farm organizations and agencies which worked so hard in a crash educational program to get the facts to our tobacco farmers.

This is a good example of the teamwork and cooperation which typify the spirit of our agricultural industry.

ON THE THREAT TO INSTITUTIONS OF HIGHER LEARNING

May 20, 1965

[A series of statements was issued by the governor in connection with threats of loss of accreditation of the University of North Carolina and other state-supported institutions of higher learning by the Southern Association of Colleges and Schools. The governor, in the following statement, outlined events of the preceding few days. See also the statement of June 1, 1965, and entry on the Speaker Ban Law in the index.]

There have been rapid developments within the past twenty-four hours, concerning our institutions of higher learning, which require careful attention and consideration. In an effort to present all the facts to the members of the General Assembly, to officials of our state-supported institutions of higher learning, and to the people of North Carolina, I am releasing this statement today.

At the request of Dr. Emmett B. Fields[223] and Dr. Gordon Sweet[224] of the Southern Association of Colleges and Schools, I made an appointment to see them in my office on Monday, April 26. It was my understanding that they wanted to discuss the status of the Speaker Ban Law which was passed by the General Assembly of 1963. Unfortunately, when April 26 arrived, I was ill with the mumps and could not fill my appointment. I requested Director Ed Rankin[225] of the State Department of Administration to meet with Dr. Fields and Dr. Sweet. This conference was held in the State Board of Higher Education office at which time Mr. William Dees,[226] chairman of the State Board of Higher Education, and Dr. William Archie,[227] director of the Board of Higher Education, were present.

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[223] Emmett B. Fields (1923-   ), university dean from Nashville, Tennessee; B.A., Ouachita College; M.A., Ph.D., Vanderbilt; college professor and administrator; dean of College of Arts and Sciences, Vanderbilt, since 1960. *Who's Who in America*, Vol. 35, p. 727.

[224] Gordon W. Sweet, native of New York, from Atlanta; B.S., Michigan State; M.M., University of Michigan; former teacher; dean, Queens College, Charlotte, 1949-1958; executive head, Southern Association of Colleges and Schools since 1958. Information furnished by Southern Association of Colleges and Schools, August 26, 1969.

Mr. Rankin spent one and a half hours with Dr. Fields, a dean from Vanderbilt University, who is chairman of the Commission on Colleges of the Southern Association, and with Dr. Sweet, who is the executive director of this academic organization. The officials explained that the Southern Association is one of six regional accrediting organizations in the United States which offer voluntary membership to institutions of higher learning which meet and maintain certain specified standards for academic achievement. Dr. Fields pointed out that some members of the association had expressed concern about the Speaker Ban Bill and its effect upon the academic standing and reputation of North Carolina's state-supported institutions of higher learning.

He asked whether or not the 1965 General Assembly would take any action on this legislation. Mr. Rankin attempted to explain the background of the law, as he understood the facts, and pointed out to these officials that the Speaker Ban Law had become a major issue in the recent gubernatorial campaign, at which time all three major Democratic candidates took the position that repeal of the Speaker Ban Law was not feasible now. Mr. Rankin further pointed out that the governor and members of the General Assembly who supported this position were elected by substantial majorities. It was pointed out that North Carolinians do not like communism, are deeply aware of the present conflict between the Free World and Communist totalitarianism and do not like the idea of having known Communists or pleaders of the Fifth Amendment as sponsored speakers on campuses of state-supported institutions of higher learning.

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[225] Edward Lee Rankin, Jr. (1919-), from Raleigh; A.B., University of North Carolina, Chapel Hill; World War II veteran; press secretary to Senator William B. Umstead; private secretary to Governors Umstead and Luther H. Hodges; director of Department of Administration in Moore administration until resignation effective September 30, 1967, to become executive vice-president and secretary of the North Carolina Citizens Association. *North Carolina Manual, 1967*, 494-495; news release of Governor Moore, September 16, 1967; masthead of *We the People of North Carolina*, official publication of the North Carolina Citizens Association.

[226] William A. Dees, Jr. (1920-), lawyer from Goldsboro; A.B., J.D., University of North Carolina, Chapel Hill; World War II veteran. News release of Governor Terry Sanford, July 5, 1963; *Alumni Directory, U.N.C.*, 225.

[227] William Councill Archie (1908-), educator from Winston-Salem; A.B., Davidson; A.M., Wake Forest; Ph.D., Princeton; World War II veteran; college teacher and administrator; director, Board of Higher Education, 1961-1965; dean, College of Arts and Science, University of Delaware, 1965-1966; executive director of Mary Reynolds Babcock Foundation since 1966. *Who's Who in America*, Vol. 35, pp. 93-94.

Dr. Fields stated that their task was to make a report on the status of this law to the Executive Council of the Commission on Colleges of the Southern Association, and that it was premature to assume that any action would result from whatever report they might make. It was pointed out, however, that the Southern Association did have the power, if it so desired, to place our state-supported institutions of higher learning on probation or to remove them from membership, if the association felt its standards had been violated.

Within a short time after the meeting, the news media learned about this conference and printed various statements which reported that our state-supported institutions of higher learning were threatened with loss of accreditation from the Southern Association. As a result of these news stories, there was widespread editorial speculation. Since the Southern Association's accreditation is recognized by the other five regional accrediting organizations, such a move obviously would constitute loss of academic standing and reputation throughout the nation.

During the next three weeks, my staff and I consulted with the Board of Higher Education, university officials and college representatives, members of the General Assembly, and others concerning this situation. We were in touch with the officials of the Southern Association by telephone on several occasions.

Because of the widespread interest shown in this controversial matter, I asked the Southern Association officials for a personal conference as soon as it could be arranged. This meeting was held Sunday, May 16. Dr. Fields and Dr. Sweet met with me and Mr. Rankin and Joe Branch,[228] my legislative counsel, at the Executive Mansion for approximately two hours.

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[228] Joseph Branch (1915-), lawyer from Enfield; LL.B., Wake Forest; World War II veteran; state representative, 1947-1953; appointed to supreme court by Governor Moore, July 21, 1966. *North Carolina Manual, 1967*, 551-552.

At this conference, I learned that Dr. Fields and Dr. Sweet had been instructed by the Executive Council of the Commission on Colleges of the Southern Association to investigate the status of the Speaker Ban Law and to report this status to the Executive Council as soon as possible. They pointed out that members of the council were raising the question as to whether or not the Speaker Ban Law does, in fact, violate two standards which are required for membership in the Southern Association. They are: (1) The proper role and authority of the trustees in freedom from political pressure, and (2) any possible infringement on academic freedom.

I explained to the Southern Association officials my understanding concerning how the Speaker Ban Law was enacted in the 1963 General Assembly and the position which I took on the law during my campaign for governor of North Carolina. I pointed out that the Speaker Ban Law is now on our books, and that it has strong support in the General Assembly and among the people of our state. During the campaign I repeatedly said I would not favor repeal of this law but that I would not oppose reasonable amendments which would allow the trustees and administrative officials to permit such speakers on scientific and cultural subjects.

I also pointed out that in my legislative message on February 4, I recommended that the General Assembly make a study of the position, powers, and apportionment of university and college trustees. There is a need to redefine and strengthen this important position in our state. I told Dr. Fields and Dr. Sweet that a full-scale legislative study on the role of the trustee would solve many of the problems and misunderstandings which now plague the relationship between the General Assembly of North Carolina and our university trustees. I pointed out that a bill authorizing such a study commission will be introduced in the General Assembly and will have the full support of my administration.

The representatives of the Southern Association told me that the Executive Council was not scheduled to meet until some time in June. They did not indicate what action, if any, would be taken by the council or what recommendations, if any, they would make to the council. We agreed to continue studying the problems discussed with them and to keep in touch. Since Sunday, I have spent many hours in conference with various legislators and others on this problem.

Last night I received the following telegram from Dr. Fields:

> The Executive Council of the Commission on Colleges of the Southern Association of Colleges and Schools, Inc., in its meeting on May 19, 1965, approved the following statement for issuance to the Chairmen of the Governing Boards and the Chief Executive officers of the North Carolina state institutions of higher learning accredited by the Southern Association of Colleges and Schools, Inc.:
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> The Executive Council of the Commission on Colleges of the Southern Association of Colleges and Schools, Inc. has maintained cognizance of developments related to "An Act to Regulate Visiting Speakers at State-Supported Colleges and Universities" (House Bill 1395) since its passage by the North Carolina Legislature June 26, 1963, at the close of its last session. The Executive Council wishes to call attention to the standards of the College Delegate Assembly of the Southern Association of Colleges and Schools, Inc. with respect to this matter.
>
> The law in question prevents specified classes of persons from speaking at such institutions, regardless of the subject on which they might speak. Insofar as the Act removed from the Governing Boards of state institutions of higher learning in North Carolina their traditional authority to handle such matters with administrative discretion, it raises an issue of interference with the necessary authority of the Boards.
>
> A Governing Board must protect the integrity of the college or university under its charge in all areas vital to the purposes of the institution. For this responsibility it requires commensurate authority. The established principles and standards of the College Delegate Assembly of the Southern Association of Colleges and Schools Inc. recognize this necessity and authority of the Commission "to protest in the name of academic integrity when the educational effort is hampered by political interference, or is in any way menaced by those who would subvert the search for truth."
>
> The Council finds that such interference has occurred, with detrimental effect on the state-supported institutions of higher learning in North Carolina. The Council gives notice that it will present its findings to the Commission at its next meeting at which time the Commission will determine the status of these institutions with respect to continued accreditation.
>
> Emmett B. Fields, Chairman of the Commission on Colleges, Southern Association of Colleges and Schools, Inc., Atlanta, Georgia

I have not yet had time to investigate fully the implications of this telegram. It does appear, however, that the academic accreditation of the university and of our colleges is being threatened by the Executive Council of the Commission on Colleges of the Southern Association. I shall withhold any further comment on this matter until I have had time to consult with others who are concerned with it. It is the time for calm and judicial consideration of this problem.

ON THE NEED TO STRENGTHEN THE STATE BOARD OF HIGHER EDUCATION

May 20, 1965

[After legislation was introduced to abolish the State Board of Higher Education, the governor issued a statement on May 13 expressing doubt as to the wisdom of the action. The next day he issued another statement to the effect that he was conferring with the Board of Higher Education, the president and chancellors of the university, and the presidents of the state-supported four-year colleges so as to explain legislation he was proposing. The following statement was released on May 20. The 1965 General Assembly saw fit to enact into law the governor's proposed legislation. *See Session Laws, 1965*, c. 1096.]

As a product of the North Carolina educational system, I know from firsthand experience the great value of our state-supported institutions of higher learning. As a graduate, a trustee, and now chairman of the board of the Consolidated University of North Carolina, I have a deep and abiding appreciation of higher education and the contributions which it makes to the life of our state and the nation. In my campaign for governor, I made higher education a major plank in my campaign platform. My only interest in this vital subject is the welfare of our established institutions, our thousands of college students, and the state of North Carolina which pays the bill for a large portion of their educational costs.

North Carolina believes in higher education. The general assemblies have appropriated ever-increasing amounts of tax dollars to our institutions of higher learning until today our state has increased its per capita appropriation per student by five times in the past fifteen years. The recommended General Fund appropriations for the 1965-1967 biennium represent a 34.3 percent increase of appropriation expenditures for the current biennium. Of this amount, more than $5.7 million is recommended for salary increases to academic and other personnel exempt from the State Personnel Act.

Our state now has eleven four-year colleges and the four campuses of the university. These institutions are outstanding and are rendering a great service to our state. The need to provide more and better academic programs, along with additional capital improvements, will continue unabated. This we must do in an orderly, efficient manner. This was the basic purpose which led to the creation of the State Board of Higher Education in 1955. It is the same reason that I believe that we must maintain and strengthen such a planning and coordinating agency for higher education in North Carolina.

The recent bill introduced in the General Assembly to abolish the Board of Higher Education was made without my knowledge. I find much support for this bill, however, among members of the General Assembly. In fact, the State Board of Higher Education is under such heavy attack that I have concluded that unless some direct effort is made to reconstitute and strengthen the board, the bill for abolishment will probably pass. The state would then be without any type of planning and coordinating agency for higher education. In view of this situation, I shall recommend legislation today designed to continue and strengthen the board's primary functions of long-range planning and coordination of our institutions of higher learning.

What are the major complaints against the board? Perhaps that can best be summarized in the recommendations of the Governor's Commission on Education Beyond the High School, submitted to Governor Sanford in November, 1962. This commission, sometimes known as the Carlyle Commission, had this to say about the need for change and the functions of the Board of Higher Education:

> The Board of Higher Education has now been in operation for seven years. It has accomplished much that has been worthwhile. We believe, however, that experience under the Board has revealed certain major defects which require correction by the 1963 General Assembly.
>
> To say that the Board of Higher Education is not all that it ought to be and could be is no criticism of the idea of higher educational planning and coordination. Nor is it intended as a reflection on the distinguished citizens who have served on that Board.
>
> The chief defect of the Board of Higher Education is that it has not provided the affirmative, creative leadership which public higher education needs in this State. It has not done the necessary job of formulating statewide higher educational plans and policies which have coherence and perspective in broad terms.
>
> We attribute this failure in part to the statutory make-up of the Board, in part to a faulty conception of the role of the Board, and in part to the inability of the Board to gain the full confidence either of the institutions which it is supposed to lead or of the executive officers and the General Assembly which it is supposed to advise.

> The conception that the Board of Higher Education is essentially a regulatory body is in our view erroneous, although based in part upon statute. That conception, coupled with a tendency to become too involved in the details of institutional budgets, has obscured the proper mission of the Board as the advocate and leader of ". . . a sound, vigorous, progressive and coordinated system of higher education. . . ."[229]

I concur with these sentiments and so, I believe, do the majority of the General Assembly and the people of North Carolina.

I have had lengthy meetings with some of the introducers of these bills, and with representatives of the Board of Higher Education and of the various institutions of higher education to review the functions of the board. After discussions with these representatives and careful study, I shall make the following recommendations to the General Assembly, which I believe will strengthen and emphasize the purposes of the board and make it a more effective agent to promote higher education in North Carolina.

First: To improve two-way communications and understanding between those responsible for the statewide coordination and planning and for those responsible for the administration of higher education, I am recommending that the Board of Higher Education be reconstituted so as to include fifteen members, seven of whom shall be laymen appointed by the governor, one of whom shall be a member of the State Board of Education appointed by the governor, and five of whom shall be members of the various boards of trustees of the four-year colleges and two from the university. These seven shall be selected by the members of their boards of trustees and shall serve two-year terms. In my recommendation, I shall designate the first seven colleges to be represented on the board. Thereafter, membership on the board by representatives of the various colleges shall be rotated.

This change will, in my opinion, unite the board and the various institutions of higher learning and commit them jointly to the implementing of programs of statewide planning for higher education which they have participated in formulating.

Second: To strengthen this union between the board and the various institutions of higher education, I am recommending that the president and chancellors of the university and the presidents of all the state-supported institutions of higher education shall constitute an advisory body to be known as the President's

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[229] *Report on Education Beyond the High School*, 45.

Advisory Council. The council shall select from among the private institutions of higher education five presidents who shall be invited to serve as members of the advisory council for four-year terms. Except that of the first four selected, two shall serve for two years and two for four years.

The advisory council shall meet at least quarterly to review the activities of the board. It shall elect such officers as it deems necessary and at least three representatives of the council shall be present at all meetings of the board, with the privilege of speaking on any issue, but such delegates shall have no right to vote.

Third: The present law requires the board to make a detailed review of the biennial budget of all institutions. The state board is not staffed for such responsibilities, and this seems to me an unnecessary duplication of the duties of the Advisory Budget Commission and the appropriations committees of the General Assembly.

Therefore, I recommend the statutory requirement of line-by-line review of budget requests be eliminated and the board be required to review the institutions' budget requests only as a means of determining the compatibility of the requests with the assigned functions of the respective institutions.

Fourth: The regulatory powers of the board as defined by the present law are nebulous, and there has been a general feeling by the various boards of trustees that the board is seeking to encroach upon their duties of internal control of the institutions. I recommend that these powers be more clearly defined, by providing that the boards of trustees shall be responsible for carrying out the primary purposes of their respective institutions as defined by article 1 and article 2 of chapter 116 of the General Statutes, free from the involvement of the Board of Higher Education.

The board shall be required, however, to initiate research, evaluate, promote, and encourage improvements in the existing programs. These services shall be available to the various boards of trustees of the colleges and to the governor and legislature.

I am confident that a reconstituted, strengthened Board of Higher Education can and will earn the confidence of the board of trustees, the legislature, and the governor to such an extent that higher education, the colleges and university, and our state will benefit immeasurably.

Fifth: In order to make available to the people of North Carolina new programs in higher education to meet the needs of the people, the board shall allot and approve such function for any institution not now authorized as it deems for the best interest of the people of North Carolina. This will avoid unnecessary duplication and promote efficiency in the field of higher education.

ON PASSAGE OF MOTOR VEHICLE INSPECTION BILL BY SENATE

May 27, 1965

[Governor Moore, in a statement issued May 18, expressed appreciation to the House for voting overwhelmingly in favor of motor vehicle inspection.]

I am pleased that the Senate has given its overwhelming approval to the motor vehicle inspection bill, a key feature of my total program for traffic safety. Enactment of this legislation shows clearly that the General Assembly is determined to do its part in checking death, suffering, and destruction on our streets and highways.

ON AUTHORIZATION OF A SPECIAL COMMISSION TO STUDY THE SPEAKER BAN LAW

June 1, 1965

[For details concerning the Speaker Ban Law, see the headnote to the November 15, 1965, message to the extra session of the General Assembly, pages 57-64.]

On May 20, 1965, I issued a statement calling attention to an action by the Executive Council of the Commission on Colleges of the Southern Association of Colleges and Schools, which appears to be a threat to the academic accreditation of the University of North Carolina and our other state-supported institutions of higher learning.

On May 24 the Board of Trustees of the University of North Carolina adopted a resolution requesting the General Assembly to amend the Speaker Ban Law enacted at the 1963 session by returning the responsibility for regulating campus speakers to the university trustees. There has been widespread comment by the news media. I have received hundreds of letters and other communications from people in all walks of life. Some want to leave the Speaker Ban Law unchanged. Others want it amended or repealed.

As an alumnus of the university, as chairman of the Board of Trustees, and as governor, I am concerned with anything which threatens the future of higher education in North Carolina. My primary goal in this growing controversy is to preserve, protect, and strengthen the excellent system of higher education which North Carolina has developed down through the years. In talking with members of the General Assembly about this issue, I have found the same concern and the same desire to do what is best for the university and our colleges and for the people of North Carolina. Yet it is obvious that there is no simple solution to this problem.

We cannot forget that our nation is at war with worldwide communism. North Carolinians are dying in the jungles of Vietnam and elsewhere in this great conflict. We share the sorrow of the parents of these young men, as we did with the parents of all the brave Americans who died in the defense of our nation in past wars. All of us who enjoy the freedom and security of today are forever in their debt. Their sacrifices have stiffened our resolve to oppose the spread of communism, whether it comes by force of arms or by infiltration in our society.

This is not a time for self-righteousness or for rash action. It is a time rather for understanding those who do not agree with us. I think we can all appreciate the desire of an educational institution to be free in the pursuit of truth. On the other hand, there should be tolerance for those who have lost sons or husbands in the bloody conflict with communism. For those who have died, the debate has ended!

The Speaker Ban Law has become a symbol of resistance to communism in North Carolina. It is an emotional issue and passions have been deeply stirred. After several conferences with the lieutenant governor of North Carolina, the speaker of the House, the president pro tem of the Senate, and the cochairmen of the Joint Committee on Appropriations, it is our considered opinion that the present General Assembly would not be receptive, on the basis of information now available, to any move to repeal this law or to amend it substantially. Therefore, we do not believe it would be in the best interests of higher education for the General Assembly to consider repeal or amendment of the law at this time. It is our considered opinion that the General Assembly should have all information possible concerning the effects of this law on our institutions of higher education, including possible loss of accreditation, faculty, federal and private funds, and related matters. Therefore, I recommend to the General Assembly that it authorize the appointment of a special commission of nine members to study this specific problem in all of its complexities. I recommend that the commission be constituted as follows: two members to be appointed by the president of the Senate, two members to be appointed by the speaker of the house, and five members to be appointed by the governor. The commission should be appointed by July 1 and begin its task in an orderly, calm, judicial approach to this controversial situation, which is a matter of such deep concern to our people. I would recommend that this commission take such time in its deliberations as is necessary to find the facts and then make its recommendations to the governor.

The purpose of this commission is, of course, to find if possible a common ground for all those who are devoted to freedom and who desire to do what is best for North Carolina and her institutions of higher learning. In order to carry out its duties, the commission should confer with people in all walks of life, including members of the General Assembly, the trustees of the university and other colleges, with the presidents and faculties of these institutions, with officials of the Southern Association, and with any other groups or individuals in regard to the matter under study. We are confident that such an approach will result in findings which will benefit our institutions of higher education.

I have always believed that reasonable men can reach a reasonable solution for any problem. Therefore, I urge all North Carolinians of goodwill to assist the commission with its challenging task. Let us join together in doing what is best for the state of North Carolina.

ON NECESSITY FOR LEGISLATIVE ACTION IN CONNECTION WITH COMMITTEE SUBSTITUTE FOR SB 580

June 10, 1965

[The needed legislation was ratified June 17, 1965, when the General Assembly, among other provisions, added a new subsection to G. S. 115-35, empowering county and city boards of education to receive and administer funds granted under the provisions of the Elementary and Secondary Education Act of 1965 (Public Law 89-10, 89th Congress, H. R. 2362) and under provisions of the Economic Opportunity Act of 1964 (Public Law 88-452, 88th Congress, S2642) or any other federal acts or funds from foundations or private sources. *Session Laws, 1965*, c. 1185.]

It is important that members of the General Assembly understand a few basic facts about this bill:

1. The Elementary and Secondary Education Act passed recently by Congress will make available over $48 million directly to North Carolina local educational agencies (primarily county and city boards of education) during the fiscal year 1966, *provided* these agencies are empowered by the General Assembly to accept the grants.

2. "Operation Head Start" is another program enacted by Congress which will offer this summer nearly $4 million to local educational agencies (primarily county and city boards of education) in North Carolina, *provided* these agencies are empowered by the General Assembly to accept the federal grants. Actually, federal funds have been received for some of these "Head Start" projects and the work is under way. . . .

I urge the General Assembly to give careful consideration to this bill, which will enable county and city boards of education to receive and administer federal funds for these educational programs. Unless some action is taken this session, North Carolina will lose $52 million in federal funds during fiscal year 1966 for these educational programs.

[The statement concluded with a list of "Head Start" projects which had been approved and for which plans were completed.]

ON GOOD NEIGHBOR COUNCIL

July 16, 1965

[Governor Moore followed the statement published here with a later one on September 30. In the second, he reiterated the purposes of the council and in it announced the membership of the new and enlarged group. The membership list may be found in the appointments section at the back of this book.]

I am pleased to announce that Mr. D. S. Coltrane of Raleigh, chairman of the Good Neighbor Council, and Dr. James

T. Taylor[230] of Durham, vice-chairman, have agreed to continue serving in these capacities on a new and expanded council.

I have also asked Mrs. Sarah Herbin,[231] employment service representative for the Good Neighbor Council, to continue in this capacity with the new council, and she has agreed to do so.

In the near future I expect to announce the full membership of the new council, which will be made up of outstanding white and Negro citizens of our state. In keeping with an enlarged scope of responsibilities, the new council will have a larger membership than the old council.

The purposes and objectives of the new Good Neighbor Council will be:

1. To study problems in the area of human relations
2. To provide equality of opportunity for all citizens
3. To promote understanding, respect, and goodwill among all citizens
4. To provide channels of communication
5. To encourage employment of qualified people without regard to race
6. To encourage youth to be better trained and qualified for employment
7. To enlist the cooperation and assistance of all state and local governmental officials in the attainment of the objectives of the state council

As I stated in my legislative message, continued progress in human relations is essential. Substantial progress has been made in recent years. The problems in this area have not passed, however. They will require our constant and sincere attention in the days ahead.

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[230] James T. Taylor (-1970), educator and civil rights leader from Durham; educated, North Carolina College; M.S., Ohio State; high school principal; former dean of men and chairman, Department of Psychology, North Carolina College; appointed vice-chairman, Good Neighbor Council, 1963; joined staff of Employment Security Commission, 1964. Information furnished by Mr. Taylor, May 6, 1969; *News and Observer*, March 30, 1970.

[231] Sarah W. Herbin (Mrs. Charles T.) (1916-), from Greensboro and Washington, D.C.; A.B., Bennett College; graduate work, Universities of Michigan and North Carolina; former teacher; employment services representative, Raleigh, 1963-1965; field representative, grant officer, the North Carolina Fund, 1965-1968; since September 1, 1968, director of technical assistance for Black Women's Community Development Foundation, Washington, D.C. Information furnished by Mrs. Herbin, May 5, 1969.

After a thorough study of the state's efforts in this area, I am convinced that much of our progress in human relations has resulted from the dedicated efforts of the Good Neighbor Council, assisted by many local organizations and many individuals.

This new program will require the support and cooperation of people of goodwill everywhere in North Carolina. Efforts at the state level can succeed only in the degree to which they receive the assistance and encouragement of governments and organizations at the local level.

North Carolinians always have aspired for the better life for all our citizens. North Carolinians long have been known for their commonsense, cooperative approach to our common problems. I am convinced that our people want continued progress in human relations and are willing to make all reasonable efforts to achieve this goal.

ON THE WAR IN VIETNAM

July 28, 1965

I stand firmly with the president in his position on Vietnam. I am ready to cooperate in any way possible in assisting him in this unfortunate situation.

I am happy it is not necessary to call up reserve or National Guard units. I hope and pray this will not become necessary.

The president has kept open his offer to negotiate the issues in Vietnam. I hope that the Communist leaders will join us at the negotiation table and end the bloody fighting.

Again I want to emphasize my support of the president's position in this time of crisis. All North Carolinians join me in opposing communism and in supporting the determination of the United States to stand firm in the face of Communist aggression.

ON HIGHWAY BOND ISSUE

August 5, 1965

[In a series of statements, the governor complemented his addresses on the subject of the $300 million bond issue for highways. Following this initial statement of August 5, the governor issued additional ones on September 11, October 28, October 31, and November 2, urging support of the issue and explaining the significance of the bonds. In addition, he issued a statement on October 18 in which he cited the opposition of the

Ku Klux Klan to the bonds, saying that the Klan's "position will not hurt the bond issue." The issue passed without trouble.]

I am today signing a proclamation fixing Tuesday, November 2, 1965, as the date for the statewide referendum on the $300 million highway bond issue which the General Assembly authorized.

This is one of the most important parts of my program for greater progress for all the people of North Carolina. I intend to campaign vigorously for this bond issue which is so essential to the continued growth and well-being in our state.

In addition, I plan to appoint a statewide committee of outstanding citizens of North Carolina to assist me in this campaign. We will take to all North Carolinians the story of the pressing need for these funds in our highway program. We are faced with highway needs that are critical. These needs involve primary highways, secondary roads, and municipal streets which are parts of the highway system. Each of these classes of roads will share in the bond funds.

The facts about our needs will be given to the people. I have no doubt that when they know these facts, they will vote overwhelmingly for the highway bond issue.

ON MAINTENANCE OF LAW AND ORDER AT BEGINNING OF SCHOOL YEAR

August 26, 1965

More than 1,100,000 children will begin, or continue, their education in the public schools of North Carolina this fall. The people of North Carolina will spend more than $291 million in state funds during 1965-1966 in support of this vast educational effort. The opening of a school year is always a new beginning in the great adventure of learning, teaching, and maturing. It is an important event in the life of our schoolchildren, their parents and families, our teachers and educators, and our entire state. I wish for everyone involved a full and successful school year.

I regret, however, that there are reports of possible violence and disorder in certain areas of our state in connection with the opening of the school year. These reports have come to me through many different sources. There also have been threats made against the parents of children who will be entering new schools, and threats are being made that certain school buildings will be damaged or destroyed.

In view of these threats to the safety and security of our public schools and our schoolchildren, I have met with the director of the State Bureau of Investigation, the commander of the State Highway Patrol, and the adjutant general of North Carolina to discuss this situation. We have made careful preparations to assist school officials and local law enforcement officers wherever there appears to be a threat of violence or disorder in the opening or operation of any public schools in North Carolina.

The state of North Carolina is fully prepared to support and assist local law enforcement officers in preserving law and order in any county or municipality in this state. I shall not hesitate to use any power at my command to assure that the public schools of North Carolina will operate in a lawful and orderly manner, and without the threat of violence, disorder, or intimidation.

When I say that the power of the state will be used to maintain law and order, I mean that all violence will be put down immediately without fear or favor. No one, regardless of race, is above the law. In our enforcement of the law, we will not only be firm but also impartial. I know that the vast majority of the citizens of North Carolina share this view and will support the efforts of local officials and law enforcement officers in upholding law and order at all times. Let us join hands in a common effort to protect and preserve our public schools and the future of our schoolchildren.

ON RACIAL UNREST

September 2, 1965

[Late on the night of August 30, violence broke out in the town of Plymouth, a community of 5,000 in Washington County. The free-for-all between whites and Negroes occurred following announcement of the postponement of a civil rights march planned to call attention to the matter of voter registration, "because tensions were so high." Throughout that day, reports had mounted that Klansmen had gathered near the town and other members of the Klan had infiltrated Plymouth. In an effort to prevent violence, members of the town council had met in emergency session late Tuesday afternoon and had adopted an ordinance prohibiting night marches. Negro leaders called the ordinance unconstitutional, saying they would march and test it. After meeting with the mayor, however, they agreed not to march on Tuesday but voted to resume activities the next day. In the course of the violence which erupted Tuesday night, two whites were injured, but the situation was soon brought under control by police and highway patrolmen who converged on the area. On Wednesday a negotiating council was formed and tensions eased. (For additional details, see the *News and Observer*, September 1-4, 1965; January 26, 1966.) Governor Moore discussed the situation in an August 30 statement; at that time he reported on his meeting with Negro civil rights leaders involved in the Plymouth demonstrations and explained that voting procedures had been clearly outlined to those who were dissatisfied. In both that statement and the one given below, the governor emphasized the right of every citizen to register and vote.]

I wish to congratulate the great majority of our citizens of both races who are meeting the challenge of our changing times in a spirit of restraint and tolerance.

The opening of our schools is proceeding in an orderly manner; no incidents of violence have been reported.

We will see to it that every citizen will be given an opportunity to register and vote under the state law and the Federal Registration Act beginning October 9. Meanwhile those who are seeking a collision between white and Negro groups should realize that they are encouraging lawlessness and violence and are damaging the good reputation of our state.

I deplore the activities of certain members of the Klan who offer nothing constructive for the good of North Carolina. I also deplore the activities of the extremists in the civil rights movement who seem to be seeking publicity over a completely superfluous issue—that of voter registration.

The unfortunate incident at Plymouth points to the danger inherent in the action of those who, regardless of race, seek to demonstrate under such tense circumstances.

It is our desire and purpose that the matters that have disturbed us at Plymouth be settled around the conference table at the local level. I wish to commend the mayor of Plymouth, his associates, and the officials of Washington County for the wise manner in which they have given leadership in establishing a local Human Relations Council. I also wish to commend the citizens of Plymouth and Washington County for their willingness to sit down around the conference table to find solutions to their problems. It is my hope that what is done at Plymouth can set a pattern for the solution of differences there and elsewhere. Let me repeat: We should go to the conference table rather than to the streets to settle our differences.

I wish to commend all law enforcement agencies that have cooperated to protect both life and property at Plymouth, and to warn all those who would stir up trouble or in any way incite violence that the whole power of the state will be used to maintain peace and order, and to see to it that those guilty of violence are brought to justice and properly punished.

I wish to appeal to all North Carolinians regardless of race to join with me in maintaining the North Carolina tradition of orderly government.

Let me again ask all good citizens to join in a continuing effort to provide better job opportunities for all North Carolinians, thereby raising the per capita income of our people.

When there is so much that needs to be done for the betterment of our people, it is tragic that our energies should be so greatly diverted to the maintenance of law and order.

ON TRANSFER OF MENTAL PATIENTS

October 14, 1965

[On September 1 the governor had visited state mental hospitals and retardation centers. He thereafter requested the State Board of Mental Health to investigate complaints concerning the transfer of mental patients and retarded children. A committee of the board visited patients, attendants, and professional staff to find answers to questions about patient care, transfers, and other matters. The transfer of patients, which caused much concern, was necessary because of requirements of the Federal Civil Rights Act which prohibited segregation in institutions receiving federal funds. Transfers were made so that most patients were located nearest their counties of residence. In the following statement, Governor Moore reported on the findings of the committee of the State Board of Mental Health.]

The Executive Committee of the State Board of Mental Health has reported to me in more detail on its continuing effort to investigate complaints about the recent transfer of patients and retarded children.

It is clear that the transfers, made in compliance with the Federal Civil Rights Act, did cause anxiety among some patients and their families. Others adjusted to their new surroundings without difficulty.

The transfers also increased the number and scope of complaints on the quality of patient care, the facilities available, and the operation of some unit care wards. While the general complaints were apparently directed toward the integration of patients, most of the complaints actually involved these other problems. The board and my office have been looking into all of the complaints.

The transfers, made over a period of three months or more, were also directed at completing plans for converting present state mental hospitals into regional hospitals serving a designated number of counties in the state. This concept, which was approved by the board sometime ago, will make an effort to bring mental health care and treatment closer to the community level where most health care is centered for our people. It is hoped that the regional approach will speed the recovery of mentally ill patients and permit closer ties with their home communities, local physicians, and community mental health clinics and community hospital facilities. The regional approach will allow the medical staff of the mental hospitals to combine research, training, and service directed at treatment, recovery, and prevention of major mental illness and serious mental deficiency.

In an effort to improve public understanding of the hospital's regional role, the Department of Mental Health is holding open house at these hospitals for the public and news media. An open house for news media will be held at Dorothea Dix Hospital on October 27 and another will be held at Broughton Hospital on October 20. Newspaper reporters and broadcast newsmen should take advantage of these events to visit the hospitals and learn more about their operations.

Following the September visits of the executive committee to our hospitals, the committee requested Dr. Eugene Hargrove[232] to visit the staffs at each hospital and school to check on complaints and discuss these matters with staff and patients. As a result of these joint investigations and visits, the executive committee of the board and the commissioner have agreed to make the following changes:

1. There will be closer supervision of the sexes in all activities at the hospitals and schools.
2. There will be no further transfers of patients from hospitals or schools for the time being.
3. The Unit Care Program at O'Berry School in Goldsboro will be discontinued. There have been beneficial results in this search for better answers in retardation, but the number of older children makes it necessary to end this program.

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[232] Eugene Alexander Hargrove (1918-   ), native of Texas, from Raleigh; A.B., M.D., University of Texas; fellow in psychiatry, University of Pennsylvania, 1947-1950; clinical professor of psychiatry, University of North Carolina School of Medicine; World War II veteran; general superintendent, North Carolina Hospitals Board of Control and later commissioner of mental health. *North Carolina Manual, 1967*, 529; *1959*, 423-424.

4. The Unit Care Program at Dix Hill in Raleigh will be modified to reduce the overload on staff and attendants.

I have been assured by the executive committee and Commissioner Hargrove that a continuing effort will be made to operate the mental hospitals and retardation centers with every consideration being given to the welfare of patients and their families. My office expects to keep in close touch with these efforts during the coming weeks and months.

ON WATER RESOURCES RESEARCH INSTITUTE

October 18, 1965

I am pleased to announce the establishment of an important new research component of the University of North Carolina. A Water Resources Research Institute has been organized within the university. The institute will be based at North Carolina State University and will operate across campus boundaries as a university-wide enterprise.

The institute has been created under provisions of an act of the United States Congress. The act is another in a series of landmark legislative acts relating to the land-grant colleges of America. It is similar to the historic Hatch Act of 1887 providing for the great agricultural experiment stations of the United States.

The board of trustees authorized the institute to conduct research and graduate education under funds appropriated through the office of Water Resources Research of the United States Department of Interior. Since earlier this year the institute has been in the process of organization. The program is now under way and a director has been appointed.

I am confident that this activity can make a great contribution in conjunction with present agencies of state government to the conservation and development of one of our vital basic resources—water. I congratulate the administrators and scientists of the university for the excellent organization and program they have developed for this work.

President Friday and university scientists will present details concerning the institute, its personnel and projects, in additional statements at North Carolina State University today.

ON SAVINGS IN UNEMPLOYMENT INSURANCE TAXES

October 21, 1965

I am very pleased to report that the Employment Security Commission informed me this morning that employers paying unemployment insurance taxes in North Carolina can expect an estimated $5.5 million tax savings during the calendar year 1966.

Employment conditions in North Carolina during the past several years, and particularly during the first six months of 1965, have been so favorable that there has been a marked decrease in the amount of unemployment insurance benefits paid to jobless workers. Lower rates will apply to the majority of covered employers next year.

This is possible because the "experience rating" feature of our state's Employment Security Law provides adjustable tax rates to employers according to their employment record.

For the first time in the history of North Carolina, total employment this summer exceeded two million people. I was also informed that early in September, insured joblessness dropped to 1.4 percent, the lowest figure since 1946.

ON THE KU KLUX KLAN

October 28, 1965

[A congressional investigation spotlighted the activities of the Ku Klux Klan in North Carolina. Governor Moore issued the following statement as a result of the great amount of publicity the Klan received from the investigations. A number of times during his administration the governor made it clear that the Klan was no asset to the state. In a later statement, of June 30, 1966, he reported that the Law and Order Committee had discussed the revocation of the charter of the KKK, but the committee had agreed that an opinion of the attorney general, which had expressed " 'grave doubts as to the sufficiency of the evidence before us to revoke the Certificates of Authority' " of the Klan, should be honored. The governor stressed his intention to see that the law was impartially but strictly enforced. Still later that year, on August 3, Moore again gave assurance of enforcing the law. He referred to a July 10 incident in which the security guards of the KKK had forcibly removed a crippled man from Capitol Square, resulting in the adoption of regulations governing the use of state-owned buildings and grounds by the governor and the Council of State. The preceding Sunday the security guards had again restrained individuals on or near Nash Square in Raleigh. Moore reviewed steps taken to assure the preservation of law during the tense activities of that Sunday in Raleigh, noted that full investigations were being made of the incidents which had occurred, and promised state support where needed. He called on "all good citizens of North Carolina to join us in keeping down violence and maintaining law and order in our great state." For additional information, refer to the index heading "Law and order."]

I have a statement to make on the recent disclosures in Washington about the KKK and its activities in North Carolina. While these disclosures may serve some useful purpose in informing the public concerning the KKK, I regret very much that the state of North Carolina should have been the location for such activities. Certainly, this publicity does not help North Carolina from a national standpoint.

I want to make it clear to the people of North Carolina and to the nation that neither the KKK, nor any other such organization, will impede the progress of North Carolina. We must keep this matter in its proper perspective. According to the KKK, they have never claimed more than ten thousand members in our five million population.

Our information from official sources as of yesterday indicated a total of 618 hard-core members in our state. It is important for everyone to realize that the KKK actually represents a very small group that is not providing any leadership in our state, and we are determined that it will not become a threat to the orderly development and growth of North Carolina.

ON REPORT OF SPEAKER BAN LAW STUDY COMMISSION

November 5, 1965

[Following receipt of the report of the Speaker Ban Law Study Commission, the governor called a meeting of the trustees of the Consolidated University of North Carolina and requested that the board adopt the speaker policy recommended by the commission. In his later statement, of November 12, he reported that all other state-supported institutions of higher learning had met and adopted the policy without modification. A summary of the report of the commission was given by Governor Moore in his address to the special session of the General Assembly on November 15. The following statement was issued at the time of presentation of the report. For further details see the headnote to the November 15 message to the extra session of the legislature, pp. 57-64.]

We have today heard the report of the Speaker Ban Law Study Commission, delivered by the chairman, the Honorable David M. Britt. This report is pursuant to resolution 85 of the 1965 session of the General Assembly entitled "A Joint Resolution Creating a Commission to Study the Statutes Relating to Visiting Speakers at State-Supported Educational Institutions." The commission kindly furnished me with an advance copy this week so that I could study the report and its recommendations prior to release to the members of the General Assembly and the people of North Carolina.

I approve the report and its recommendations without any reservations. The commission, in my opinion, has carried out its mission to find a common ground for all those who are devoted to freedom and who desire to do what is best for North Carolina and her institutions of higher learning. I commend Chairman Britt and the members of this commission for the thorough, objective, and judicial approach which they have taken in making their recommendations for a reasonable solution to this highly controversial problem.

In view of the contents of this report, and its three recommendations, I am today taking the following actions:

1. I request that the Board of Trustees of the University of North Carolina and every other state-supported institution of higher education meet on or before Friday, November 12, 1965, so that each board may consider and adopt the speaker policy recommended in this report by the Speaker Ban Law Study Commission. A copy of the commission report and recommendations will be mailed today to each member of the board of trustees of all our state-supported institutions of higher education and to members of the Board of Higher Education. As chairman of the Board of Trustees of the University of North Carolina, I am calling a special meeting of the university trustees to meet in the Hall of the House of Representatives, State Capitol, Raleigh, at 11:00 A.M., Friday, November 12, 1965.

2. I am issuing a proclamation, by and with the advice and assent of the Council of State, calling an extraordinary session of the General Assembly of North Carolina to convene at twelve noon, Monday, November 15, 1965, for the purpose of considering amendments to chapter 1207 of the 1963 *Session Laws* as set forth in the study commission report. I have informed the

lieutenant governor and the speaker of the House of Representatives of my intentions prior to issuing the call. Copies of the commission report and my statement will be mailed today to members of the General Assembly.

In my statement of June 1, 1965, in which I requested the General Assembly to authorize the appointment of the Speaker Ban Law Study Commission, I stated that "I have always believed that reasonable men can reach a reasonable solution for any problem. . . . Let us join together in doing what is best for the state of North Carolina." I have every confidence that the boards of trustees of our university and our state colleges, and the members of the General Assembly of North Carolina, will respond to this call for constructive, responsible action in behalf of higher education and the people of North Carolina.

ON ACTION OF SPECIAL SESSION OF GENERAL ASSEMBLY RELATIVE TO SPEAKER BAN LAW

November 18, 1965

[For details concerning the Speaker Ban Law, see the headnote to the November 15, 1965, message to the extra session of the General Assembly, pp. 57-64.]

The action of the extra session of the General Assembly of North Carolina in approving House Bill 1 was in keeping with the highest traditions of responsible, representative government in North Carolina. By accepting the reasonable and honorable settlement suggested by the Speaker Ban Law Study Commission, our legislators struck a blow for freedom and against communism and totalitarianism. In the passage of this bill by the General Assembly, there was no defeat for anyone, but a victory for all the people of North Carolina.

This action by the General Assembly reflects credit upon the commission chairman, the Honorable David Britt, and each member of this distinguished study group. The validity of the commission report, and its recommendations, has been sustained and upheld.

I am confident that this extra session of the 1965 General Assembly has done its part in settling the issue of visiting speakers at the university and our state-supported colleges. I am also confident that the boards of trustees of our institutions of higher education will carry out their responsibilities in keeping with the letter and spirit of this amended law.

In the five months since the regular session of the General Assembly adjourned, I have made over fifty speeches across North Carolina to various groups and organizations. In each, I have praised the 1965 General Assembly for its outstanding record of service to the state of North Carolina and to all our people. With pride, I have recited its many accomplishments. I have never been more proud of our General Assembly than I am today.

The future of North Carolina will remain bright as long as we maintain these high standards of legislative leadership. Now all of us can stand united in our common efforts to build a greater state and a better system of higher education for all North Carolinians.

ON POSSIBILITY OF MASSIVE POWER FAILURE IN STATE

December 10, 1965

[A massive electric power failure occurred in the Northeast the night of November 9-10, 1965; the city of New York was included in the affected area. Consequently, questions were raised as to whether a similar situation was likely to occur in North Carolina. The report referred to by the governor in his statement was dated December 10, 1965. In it the Utilities Commission explained that it had reexamined the factual conditions in the electric systems within North Carolina, had directed the three major power companies serving the state to meet with the commission for a conference concerning their systems, and that the result showed the companies to be maintaining a proper balance between routine service and proper protection against a major power failure. The report spelled out the specific matters investigated and concluded that while the commission was "unable to say that a major or prolonged outage in North Carolina is impossible, we do conclude that it is extremely unlikely."]

I have received today the report of an investigation conducted by the State Utilities Commission into the possibility of North Carolina's being subjected to a general electric power "blackout" of the type that recently occurred in the Northeast and Southwest.

The commission is to be commended for preparing such a comprehensive and detailed report on its findings, and the electric power suppliers are to be commended for their cooperation in the inquiry.

I am heartened by the statements in the report indicating that North Carolina has "an excellent degree of protection against a major power failure of extended duration," in the opinion of the members of the Utilities Commission.

CHRISTMAS MESSAGE TO THE PEOPLE OF NORTH CAROLINA

December 17, 1965

In this season, Mrs. Moore and I extend our greetings to the people of North Carolina and wish for each of you the traditional joys of Christmas and the best of everything for the new year.

Since we are confronted by armed conflict overseas and by domestic problems at home, it may not be entirely possible for all of us to have a carefree Christmas.

But since it is essentially a spiritual observance, we do wish for you and yours a Merry Christmas, and we extend prayerful wishes for a better future in the new year.

ON RELOCATION OF US 220 THROUGH ROCKINGHAM

December 28, 1965

[The routing of US 220 through Rockingham had been the subject of controversy for several years. On February 10, 1965, Governor Moore issued a statement calling for a work stoppage until further study could be made because of numerous complaints he had received. (For a detailed background on this matter, see Mitchell, *Addresses of Sanford*, 603-606.) The following statement was issued following the decision to resume work.]

The announcement by the State Highway Commission that planning on relocation of US 220 through Rockingham will be resumed immediately will make it possible for the construction of this important link of US 220 to be let in 1967.

Work on this project was suspended in February, 1965, at my request. My office had received so many complaints about the relocation of this highway that I asked the Highway Commission to stop work until a full study and reevaluation could be made.

This study and reevaluation by the State Highway Commission dealt only with the matter of a proper relocation of US 220 through Rockingham. The study did not deal with the matter of charges of possible conflict of interest made by the U.S. Bureau of Public Roads.

I am pleased that the Highway Commission has declared this a nonaccess road so as to remove any question of improper benefit. This administration will not permit any shadow of a conflict of interest in the construction of our highways.

ON LAW AND ORDER

January 6, 1966

[Governor Moore throughout his term of office emphasized and reemphasized his firm stand on upholding the law and maintaining order in North Carolina. After rioting occurred in the Los Angeles area in the summer of 1966, he issued a strong statement reviewing his position as stated during his campaign and as reiterated after his election. The governor pledged anew that he would dedicate himself and his office to finding a solution to problems that might arise in the area of civil rights. His January 6 statement mentioned bombings and other acts of violence which had occurred in North Carolina. A year earlier Moore had issued a statement when bombings had occurred in New Bern; at that time he had promised assistance to local law enforcement officials in apprehending those responsible for acts of lawlessness. Later, in the summer of 1967 when bombings took place in Anson County, the governor promised state support and repeated his determination to put a stop to violence and lawlessness in North Carolina. In this January 6 statement, Governor Moore announced the formation of a Law and Order Committee. The committee was made statutory in 1967 (*Session Laws, 1967*, c. 65.) For addition information refer to the index heading, Law and order.]

In my campaign for governor, and during my first year in office, I repeatedly emphasized that no one is above or beyond the law, that the law must be impartially enforced without fear or favor, and that I will not tolerate violence or lawlessness anywhere in North Carolina.

In keeping with that pledge, I have devoted much time to working with all state agencies involved in law enforcement and the administration of justice. I have given careful attention to the few, but deplorable, cases of bombings, school burnings, and other acts of violence which we have experienced.

Several months ago I decided to improve the coordination of all available state resources in law enforcement by forming an interagency committee representing the Attorney General's Office, the State Bureau of Investigation, the Department of Motor Vehicles, the Department of Revenue, and the Department of

Administration. I requested Malcolm Seawell, former attorney general, solicitor, and superior court judge, to serve as chairman of this committee. Mr. Seawell will be employed by the state of North Carolina on a part-time basis as an attorney to direct this important activity.

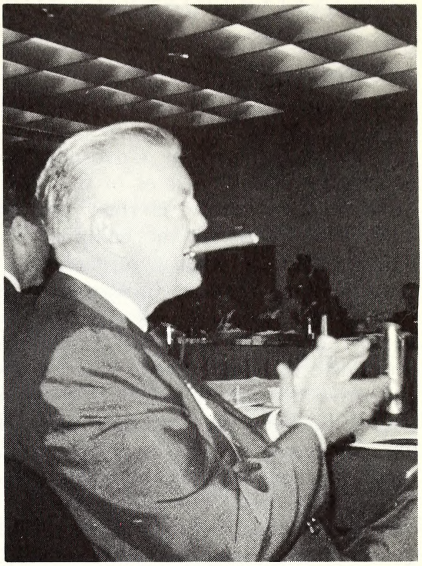
I have asked this committee to maintain a constant vigil against all law violators in such cases as bombings, school burnings, mob disorder, terror, and intimidation. Because of the extremist nature of the Ku Klux Klan, the committee will give special attention to any potential law violators and fomentors of violence within this organization. The committee will not limit its activities to the Klan, however. It will seek to use all available state resources to prevent or deter acts of violence and terror by any organization or individuals. It will seek to assist local law enforcement officers in the apprehension and prosecution of the perpetrators of any such acts of violence which may occur in our state.

We are not seeking publicity. Actions, not words, are what count in this effort to preserve law and order. Certainly the KKK has received more publicity than it deserves. As I have said before, I do not like the Klan. I do not think that the Klan has anything constructive to offer to North Carolina or its people. Its history through the years has been characterized by threats, intimidation, and isolated acts of violence.

I wish to make it perfectly clear, however, that in our zeal to bring those to justice who are guilty of violence, we shall keep in mind at all times the rights of the people involved under our constitution and judicial procedure.

I said in my inaugural address, "My administration will be a government of laws and not of men. The law is just as binding on the governor and all other public officials as it is upon the humblest citizen of the state." It must be remembered that regardless of what opinion we may have of the Klan, even a Klansman is entitled to his civil rights, and we should never forget it.

The commissioner of revenue and the commissioner of motor vehicles have been asked to cooperate with our drive against law violations and acts of violence. But I will not ask either official to act any more against a Klansman or other extremist than I would against any other citizen who had violated our laws. We shall not use income tax information in any way except in the manner provided by law. In other words, we shall protect every



Governor Moore obviously enjoys his cigar and the words he has just heard. (Photograph supplied by Charles Dunn.)

citizen of this state and afford to him his constitutional rights whether he belongs to the Klan or any other organization.

I am confident that Chairman Seawell and his committee will carry out their responsibilities in the best interest of North Carolina and without any hint of a "witch hunt."

ON NORTH CAROLINA'S ECONOMIC GROWTH IN 1965

February 2, 1966

The report furnished me today by the Honorable Thad Eure,[233] secretary of state, showing that North Carolina led the nation in 1965 in the percentage of businesses chartered demonstrates again that our state is continuing in the path of progress.

We believe that North Carolina has an excellent business climate. We are striving in every way possible to maintain that excellence and improve on it wherever and whenever possible.

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[233] Thad Eure (1899-), lawyer from Hertford County; educated, University of North Carolina as undergraduate and as law student; state representative, 1929; principal clerk of the House, 1931-extra session, 1936; elected secretary of state, 1936, and reelected in each succeeding general election. *North Carolina Manual, 1967*, 482-483.

ON INVITATIONS TO KNOWN COMMUNISTS TO SPEAK AT UNIVERSITY

February 10, 1966

[On February 1, 1966, Governor Moore called a meeting of the executive committee of the trustees of the University of North Carolina to settle the question of whether Herbert Aptheker and Frank Wilkinson would be allowed to speak on the campus. An earlier meeting had been adjourned before a decision had been reached. The governor had said in his statement: "It should be obvious to everyone that the invitation under consideration was made in an effort to create controversy for the sake of controversy and not for any legitimate educational purpose. For this reason, I do not think the trustees should permit this request to be granted." On February 7 the executive committee voted to deny use of university facilities to Aptheker and Wilkinson. The statement given here explains reasons for the decision. On February 28 the governor made a statement to the trustees at a meeting at which rules and regulations to implement the speaker policy were to be considered. The law required the trustees to delegate the regulation of visiting speakers to some responsible administrator in the university. The governor recommended the adoption of the regulations which would have the effect of leaving the ultimate decision to the chancellors at each campus of the university. He emphasized the fact that the speaker policy and the ensuing rules and regulations dealt only with visiting speakers falling under the category outlined in the statute. Students wishing to have Aptheker and Wilkinson speak filed suit alleging that the Speaker Ban Law, as amended, was unconstitutional. For further information, see headnote to November 15, 1965, speech to extra session, the General Assembly, pp. 57-64, and entries in index under Speaker Ban Law.]

I would like to comment on the matter of the amended Speaker Ban Law (G.S. 116-199), and the controversy raised by the invitations issued to Herbert Aptheker[234] and Frank Wilkinson.[235]

My opposition to inviting Aptheker and Wilkinson to the university campus was based on my personal conviction that their appearance would not clearly serve the advantage of education and that our university should not be exploited as a convenient outlet of discord and strife. Both reasons are conditions set forth in the Visiting Speaker Policy adopted by the University of North Carolina Board of Trustees on November 12, 1965.

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[234] Herbert Aptheker (1915-), from Brooklyn; Ph.D., Columbia; Guggenheim fellow, 1946-1947; history instructor, Jefferson School of Social Science, 1946 until assumption of duties as director of New York School of Marxist Studies in 1960. Cattell, *Directory of American Scholars*, Third Edition, 19; *Directory of American Scholars*, Fourth Edition, I, 8-9.

[235] Frank Wilkinson, from Washington, D.C.; youth spent in Beverly Hills, California; while at University of California at Los Angeles, considered ministry; worked with Los Angeles Housing Authority; served prison sentence for contempt of Congress in refusing to answer questions about Communist party membership; chairman, National Committee to Abolish the House Un-American Activities Committee. *News and Observer*, January 29, March 1, 2, 1966.

Aptheker is an avowed American Communist who has just returned from a visit to North Vietnam where he gave support and encouragement to the Communists there who are killing our American servicemen every day. This American citizen made this trip in defiance of the U. S. State Department at a time when the president of the United States was making a valiant effort to win support in the free world for peace with honor.

My objections to Aptheker do not mean that I would object to all speakers regulated by the law. As often discussed during the Britt Commission hearings, and during the special session of the General Assembly, the university does need the freedom to host national or international scientific conferences which would be attended by Communist scientists or to hear the ambassador or official representative of a Communist nation.

As chairman of the board, I felt it was my duty and my right to express my personal opinion on this controversy, both at the January 28 meeting of the executive committee and in my public statement of February 1. When the committee appeared indecisive in dealing with the first invitations, the reaction from many members of the General Assembly was one of shock, surprise, and dismay. Some legislators felt that the lack of action was a breach of faith with the General Assembly. I did not attempt to dictate to the members of the executive committee at either meeting. Each member is an outstanding citizen who has a right to his or her own opinion and convictions.

We should remember that the Speaker Ban Law Study Commission recommended to the General Assembly that the law be amended to return *authority* and *responsibility* for control of these speakers to the trustees *if* the board adopted the specified policy required, along with appropriate rules and regulations for the operation of the policy. The university administration vigorously supported the study commission recommendations during the special session of the General Assembly. At my urging and with my full support, the General Assembly amended the law accordingly.

It should be clearly understood that the speaker policy adopted by the trustees leaves the approval or disapproval of each speaker under the law to the trustees, or to whomever the trustees may designate. One speaker may be accepted. Another may be rejected. Under the speaker policy approved by the trustees and endorsed by the university administration, each prospective speaker must be judged on four conditions:

(1) Frequency of this type of speaker on campus
(2) Appearance must clearly serve the advantage of education
(3) When permission is granted "on such rare occasions," reasonable and proper care must be exercised by the institution, and
(4) Campuses must not be exploited as convenient outlets of discord and strife.

I commend the executive committee for its actions on February 7 in denying the use of university facilities to Aptheker and Wilkinson, and for the suspension of all invitations to such speakers until formal action on rules and regulations has been taken by the full board of trustees. I support the executive committee in its efforts to clarify and improve the rules and regulations which will be recommended to the full board for adoption. When these rules and regulations are adopted by the board in compliance with the law, I will, of course, support these rules and regulations and will back the trustees in the administration of the speaker policy and procedures.

There has been no attempt to censor free speech at the university, no political interference in academic affairs, and no attempt to dictate a speaker policy at the university. Any impression that there has been is erroneous and simply distorts the true issue involved.

The true issue here is the *authority* and *responsibility* given to the trustees by the General Assembly to make decisions on all visiting speakers who qualify under the law. The following question must be answered by the trustees: Under the new law and speaker policy, who will make the necessary decisions to determine what speakers will or will not be permitted to speak on our university campus?

I am confident that the board of trustees will answer this question in keeping with the language and intent of the amended law and the speaker policy adopted by the trustees. This must be done if our great university is to maintain the continuing confidence and trust of the members of the General Assembly and the people of North Carolina. Only with this confidence and trust will our university maintain the excellence of scholarship and freedom of inquiry that it must have to remain great.

ON FOUNDATION GRANT FOR SCHOOL OF THE ARTS

February 10, 1966

[Providing cultural advantages for North Carolina children was continued despite legislative cuts. On August 13, 1965, Governor Moore announced that selected portions of Shakespearean plays would be performed again despite the fact that the 1965 General Assembly eliminated the funds for the purpose. The necessary money was provided by Wachovia, North Carolina National, First Union National, First-Citizens, Northwestern, and Branch banks. Another program, "The World of Carl Sandburg," was also eliminated by the legislature. Here again, on September 30, 1965, the governor announced that five of the public utilities had agreed to contribute funds to continue this program for another year. Duke Power, Southern Bell, Carolina Power and Light, Carolina Telephone and Telegraph, and Virginia Electric Power were the companies who responded to the call. On February 10, 1966, announcement was made of a challenge grant from the Ford Foundation for the School of the Arts. The following statement concerns that grant.]

The Ford Foundation has approved a challenge grant of $1.5 million to the North Carolina School of the Arts to strengthen the school's program.

This sum will be given over a five-year period. During this period the trustees of the school will endeavor to raise an additional $5.5 million to provide for the school's expanding needs.

Under the terms of the Ford grant, the foundation will give the school $500,000 during the first year. The trustees will have to match this with $500,000 from other sources.

In each of the four following years, the Ford Foundation will give the school $250,000. In each of these years the trustees will have to raise at least $500,000.

The Ford money will be paid to the North Carolina School of the Arts Foundation, which was established to accept private contributions for endowment, buildings, scholarships, and other purposes. This North Carolina foundation will also receive the private contributions which will be sought throughout the state and nation to fulfill the $7 million fund-raising program. The Ford grant supplements operating expenses only and cannot be used for capital improvements.

On behalf of the state of North Carolina I thank the Ford Foundation for this generous gesture. I am indeed happy to know that our state school of the performing arts, which opened only last September, has been considered worthy of such recognition.

The North Carolina School of the Arts was authorized by the 1963 legislature. The legislature appropriated sums for start-up costs, faculty salaries, and some other expenses.

Winston-Salem made available a high school plant and campus, and the people of that city immediately contributed $925,000 to build the first two dormitories and renovate the classroom buildings. This sum was not sufficient to complete the project and a loan had to be obtained. Scholarship funds have been received from many sources and grants-in-aid made according to the students' needs.

The president of the school, Dr. Vittorio Giannini, has recruited a faculty that includes many artists and teachers of international reputation in music, the drama, and the dance.

Rigorous entrance examinations and auditions were conducted by the faculty last spring. These trials produced convincing evidence that North Carolina and her southern neighbors have a reservoir of young talent which, given encouragement and good teaching, can reach the highest levels of professional excellence in music, the theater, and the dance.

I shall shortly make an announcement concerning the fund-raising campaign that will be needed to meet the matching requirements of the Ford Foundation grant and provide for further needs. I am sure that the citizens, corporations, and foundations of the state will respond with their usual generosity to this opportunity to help our talented youth and enhance the reputation of North Carolina as a center of enlightenment.

ON CAPE LOOKOUT NATIONAL SEASHORE

March 10, 1966

[On June 3, 1965, Governor Moore appeared before the Recreation Subcommittee of the Senate Committee on Interior and Insular Affairs in Washington to speak in favor of the establishment of Cape Lookout National Seashore. The following statement was issued after passage of the official enactment providing for another national seashore.]

Now that the measure establishing the Cape Lookout National Seashore has been signed by the president, I am looking forward to this addition to the nation's recreation facilities.

At the same time, I want to commend particularly the North Carolina Seashore Commission, our congressional delegation, and local officials and citizens in the area of the project, along with all other agencies and individuals who participated in the movement to have this project established.

The combined efforts of private enterprise and public agencies were never better used than in this particular effort to develop this fifty-eight mile stretch of our unique coastland to meet the demands of public use.

ON NORTH CAROLINIANS FOR BETTER LIBRARIES

April 19, 1966

North Carolina's local public libraries need more books, more room, and more qualified personnel. It's unfortunate, but most of the libraries in our state do not meet acceptable standards.

I am pleased that a group of our citizens has faced the problem and has joined together to lay the groundwork for a long-range program to begin to alleviate our library deficiencies.

The organization, North Carolinians for Better Libraries, will provide the framework for a substantial program to help our public libraries help themselves. It will be chartered as a nonprofit organization.

After it has been established and leaders have been selected to serve from our 100 counties, the organization will give much needed impetus to local libraries in North Carolina.

North Carolinians for Better Libraries will encourage and assist the formation of local groups to promote better libraries in every county or region of the state. The group plans to disseminate to such local groups helpful information, materials, and shared experiences for their use in library improvement programs.

North Carolinians for Better Libraries will provide local groups with much needed guidance toward determining the availability of funds from all levels of government and from private sources. It will prepare guidelines and assist in educating citizens on what constitutes good public library service, and it will assist in identifying specific local library needs.

I wish success for North Carolinians for Better Libraries. I commend the organization. It will signal the beginning of more efficient and adequate libraries in North Carolina.

I ask all the state's citizens to support the organization and its realistic and meaningful goals. If the organization is to succeed, hundreds of North Carolinians must work in their own hometowns for better libraries.

Every North Carolinian should be a North Carolinian for Better Libraries.

ON THE CONTRACT BETWEEN TEXAS GULF SULPHUR COMPANY AND THE NORTH CAROLINA STATE PORTS AUTHORITY

July 12, 1966

The Council of State, meeting in Raleigh today, approved a contract between Texas Gulf Sulphur Company and the North Carolina State Ports Authority calling for construction by the authority of a bulk cargo facility at Morehead City through which the mining company will ship an anticipated one million tons of export cargo annually, beginning on July 1, 1968.

The council's approval contained a stipulation that construction should not begin until a ground-water utilization study of the Lee's Creek area has been completed. The Board of Water Resources will review the contract in light of the report.

The governor and Council of State also approved the borrowing of $8 million by the Ports Authority for interim financing of the proposed facility at Morehead City. This is approximately 75 percent of the total construction cost and will be borrowed at an interest rate of 4 percent.

The shipping facility will cost approximately $10 million and is to be financed by a loan being negotiated by the Ports Authority with the Economic Development Administration of the United States Department of Commerce. Plans and specifications are ready and bids will be invited as soon as financing arrangements have been completed.

The facility, which will be located in and adjacent to the present Morehead City Port Terminal, will consist of docks to accommodate two ocean-going vessels, a 2,500 tons per hour loading tower, a conveyor system, a storage warehouse of 106,000 tons capacity, and a barge unloading terminal on the Inland Waterway. The site is approximately forty-two miles from Texas Gulf Sulphur's multimillion dollar Lee Creek phosphate mine and fertilizer material complex on the Pamlico River near Aurora in Beaufort County.

Although Texas Gulf will have priority on use, the shipping facility has been designed to handle other types of bulk cargo and will be available to other companies as required.

ON MENTAL RETARDATION

August 3, 1966

[In accepting the report of the North Carolina Council on Mental Retardation, Governor Moore expressed his understanding of the problem of the mentally retarded. In his statement, he indicated what progress had been made but stated that more should be done.]

On behalf of North Carolina's mentally retarded citizens, I am proud to accept this copy of *Mandate for Tomorrow*, produced by the North Carolina Council on Mental Retardation.

Since its creation in 1963, the council has served as an advisory body to the governor on matters relating to retardation. Its eighteen members are appointed by the governor and represent state boards and departments, physicians, psychologists, educators, attorneys, and the North Carolina Association for Retarded Children.

The council has studied ways and means of promoting public understanding of mental retardation and has recommended various new state programs and laws in this area. The result is *Mandate for Tomorrow*, a report which lists in one document everything currently being done for the mentally retarded in North Carolina and plans for their welfare in the years to come.

As a guideline and reference book, it details what services now exist for the retarded in this state, what needs are unmet, and what facilities should be constructed to meet present and future requirements. Copies of this report will soon be available to all interested citizens through county libraries, colleges, and universities.

Retardation knows no boundary lines. It cuts across every economic and social classification. In this state, a mentally handicapped child is born about every two hours.

There are approximately 140,000 North Carolinians afflicted with mental retardation. It is a complex intellectual handicap stemming from many causes, and at present there is no cure. There is hope, however. Out of these 140,000, with extra help and attention, nearly 83 percent can become self-supporting, productive members of the community. In addition, 13 percent of the remainder can be trained to care for themselves in a properly protected environment. The balance, only about 5,000 people, will need the permanent custodial care of an institution.

The success of any program designed to help the retarded depends on the attitude with which it is received. No mentally handicapped person can progress if he or she is met with fear and prejudice at every turn.

Perhaps the most important thing to remember about the mentally retarded is that they are not a people apart. They can laugh, cry, and feel pain or pleasure just as keenly as those who are not handicapped. With the aid of all citizens, the prejudices faced by the retarded since the dawn of man can be swept away and they can take their rightful places in society.

Surely this is our mandate for tomorrow.

ON REDUCTION IN FEDERAL EXPENDITURES

September 29, 1966

[After meeting at the White House with President Johnson, the governor released the following statement. The president had indicated a deferral of some $3 billion on programs of federal assistance to the states, a deferral which would include monies earmarked for highways.]

I was honored to be among the group of governors which met today at the White House with the president to discuss serious problems which face our nation and the state. I was pleased to hear the president's report on his efforts to combat inflation and on the commitment of the United States of America to stem the tide of Communist aggression in Southeast Asia.

The people of North Carolina firmly support the efforts of the United States to secure the basic freedoms for the people of Vietnam and to defeat Communist aggression.

We appreciate the complex problems created by inflation and all North Carolinians share a genuine concern over the detrimental effects of inflation on the economy of North Carolina and the nation.

We desire to do what can be done to help the president's program while at the same time not impairing our state's program for sound and orderly growth. North Carolina, which is working vigorously to raise a low per capita income, has planned to use available state and federal revenue to meet its pressing needs for basic services to our people.

In the best tradition of sound administration, North Carolina has wisely and prudently served its citizens and has avoided crash programs which can lead only to spiraling inflation.

If there are to be reductions in federal expenditures now reaching the states, I hope every effort will be made to continue federal support in such basic state programs as education, highways, and other basic service programs. We are moving forward in an orderly development of our schools and highways, with the much needed help of federal tax dollars.

These are not crash programs in any sense of the word but represent carefully planned state programs which have received the overwhelming support of our people at the polls.

Unlike the federal government, the state of North Carolina is required by its constitution to operate under a balanced budget. We are required to operate within our existing income of revenues and receipts from all sources. Good government is a habit in North Carolina, and we have few, if any, frills in government spending.

ON ADVERTISING AWARD FOR NORTH CAROLINA

October 25, 1966

I would like to take this opportunity to congratulate the Travel and Promotion Division of the Department of Conservation and Development, the Travel and Promotion Committee, and the advertising agency for winning the "Special Award of Merit" from the National Association of Travel Organizations. This award was for excellence in travel advertising.

The award was presented at the NATO convention in Washington, D. C., October 11 and was accepted by Bill F. Hensley, director of the division.

I am proud of North Carolina's advertising campaign and this award certainly indicates that the state has the right approach and philosophy in advertising its many natural resources.

As you may know, North Carolina's advertising features the things we have that other states don't have. Realizing that no state has a corner on beaches, mountains, pretty girls, and picnic areas, the Travel and Promotion Committee is drawing upon our history and heritage, our legends and lore to tell interesting and unique stories about the state in our travel ads. That this approach has been successful is now obvious.

Let me read from the NATO citation: "For analyzing creatively, for planning with originality and for courage in launching the advertising campaign which abandons picnic and pines, sand

The state may not have played up pretty girls and beaches in its advertising, but there was no shortage of either. Here, Miss Sally Stedman, "Miss North Carolina" for 1967, gives a kiss to the governor when she visited him in his office. (AP photograph.)

and sun, in favor of history and lore to successfully convey the flavor of North Carolina. . . ."

I might add that this citation was won in competition with the other forty-nine states and with major travel advertisers, such as airlines and resorts, many of which have far bigger budgets. It is interesting to note that in a recent survey, North Carolina was selected as the fifth most popular vacation state, yet our advertising dollars are few in comparison with the other leading states. The money we spend, however, is spent wisely and effectively, as the NATO award signifies.

Our advertising, for both travel and industry, is important to the state. We know that this advertising can influence major decisions. Therefore, it pleases me to see a job that is being done well.

In this respect I would like to offer my sincere thanks to the Travel and Promotion Committee, headed by J. W. York of

Raleigh as chairman, John Harden of Greensboro, and Arthur Corpening of High Point; to Mr. Hensley and his staff; and to J. T. Howard, Mike Silver, and Charles McKinney of the J. T. Howard Advertising Agency. North Carolina should be proud of this award.

STATEMENT TO THE NORTH CAROLINA COMMISSION ON THE EDUCATION AND EMPLOYMENT OF WOMEN

January 11, 1967

More than half of North Carolina's citizenry are women. These women have shared the many changes which have come over the lives of American women in the past century. Their health and life expectancy have improved dramatically; on the average, they live longer than men. Fewer years are devoted to child rearing; technology has reduced the physical labor of keeping a house. Women's legal status, once seriously restricted, has improved to the point that no important discrimination against women now exists in North Carolina law. The right of any woman to earn a living is now accepted.

Educational opportunity for North Carolina women has improved remarkably, with the result that a higher proportion of women than men has finished high school and had some time in college.

Here in North Carolina, as across the nation, is an intensified awareness of woman's expanding role in the religious, political, economic, educational, and social world. To inquire into the changing role of women—their opportunities and their problems—the president in 1962 established a federal commission on the Status of Women. North Carolina and most other states followed suit by creation of a Governor's Commission on the Status of Women.

This commission issued an important report in 1964, titled *The Many Lives of North Carolina Women.* Acting upon the commission's recommendations, the 1965 General Assembly established the North Carolina Commission on the Education and Employment of Women. During the past fifteen months this commission has conducted hearings and assembled information preparatory to its report to the 1967 General Assembly.

I commend the work of the dedicated, nonpaid members of this commission and look forward to their report. I assure them of the interest of this administration in the problems and opportunities confronting North Carolina women.

We are past the day when men might question whether women should or should not work. The fact is that they *are* working. Approximately 35 percent of our entire labor force is women. Some quarter million of them are single, widowed, separated, or divorced; they work for self-support. An even greater number live with their husbands but work because of economic pressures. With these women workers there exist questions of receiving adequate job counseling, equal employment opportunities, and being paid the same as men for doing the same work as men.

We need particularly to persuade young women of the desirability of their learning a useful skill while still in school so that after rearing their families they may, if they wish, reenter the labor market with an employable talent.

In the area of public life, more participation by women is needed. This administration has sought to utilize the talents of many able women in public service, and we hope to see still more North Carolina women in state activities, both elective and appointive. A number of able women will be at work in the 1967 General Assembly and in county and city governments across the state. In passing, it is a pleasure for me to be able to note that this administration has appointed more women to state positions than any previous administration in the history of state government, and we are proud of the caliber of the service they are performing.

Women are accepted in our market places, in industry, and in the professions and at other places where they would not have been welcomed a generation ago. In fact, there are positions awaiting them now which they are not stepping up to fill. To claim their place in public life, in business, and in the professions, women in greater numbers should walk through the many doors now standing open to them. While traditional discrimination against the female sex in certain employment areas may still exist, it is surely diminishing. The commission should discover and publicize any discrimination and recommend solutions. As women prove their abilities, their acceptance in nontraditional areas increases. And every employer—yes, every taxpayer—knows that the increasing income of women is an advantage to the economic pattern of all North Carolina.

I hope the Commission on the Education and Employment of Women will find and illuminate those aspects of the status of

North Carolina women which can increase their partnership in the religious, economic, social, educational, and political life of North Carolina.

ON EMPLOYMENT OF SIXTEEN- AND SEVENTEEN-YEAR OLDS AS SCHOOL BUS DRIVERS

January 23, 1967

[A federal regulation prohibited the operation of school buses by sixteen- and seventeen-year-old drivers. North Carolina's vast fleet of buses was operated by many such drivers, and the governor on January 20 announced temporary suspension of the order as it applied to North Carolina, promising to give the matter further consideration. On January 23 Governor Moore and the superintendent of public instruction conferred with the secretary of labor in Washington; their personal appearance was supplemented by various documents giving the history of the pupil transportation system in the state; the method of selection, training, employment, and supervision of drivers; and the safety record of the drivers. The temporary suspension of the application of Hazardous Occupation Order No. 2 had not been made permanent when the Moore administration ended, but the matter was still being investigated and considered.]

Dr. Carroll and I had a very pleasant conference with Secretary of Labor Willard Wirtz[236] today in Washington in which we expressed our appreciation for his having temporarily exempted sixteen- and seventeen-year-old students from the order which prohibited their employment as school bus drivers. We also expressed to him our hope that his temporary order would be made permanent. We delivered to him the attached letters and data and assured him that we would be most happy and willing to furnish him any further information which he might desire.

We expect that the secretary will study this matter carefully and reach a decision sometime before July 1.

We also discussed with him recent amendments to the Federal Minimum Wage Law and their effect on sharecroppers in North Carolina. We explained to the secretary the problems in our state and assured him that we will confer with the administrator of the Federal Minimum Wage Law in assisting him in arriving at a proper definition as it applies to sharecroppers.

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[236] William Willard Wirtz (1912-), government official from Washington, D.C.; A.B., Beloit College; LL.B., Harvard; lawyer and law teacher; became secretary of labor in 1962. *Who's Who in America*, Vol. 35, p. 2380.

Tonight I will give a dinner for all members of the North Carolina delegation who can be present. This will be an informal meeting to discuss generally any federal legislation or federal programs which might affect North Carolina in an effort to continue the close working relationship between the state and our delegation in Congress.

Tomorrow Dr. Carroll and I will confer with Secretary of Health, Education and Welfare Gardner[237] on how the state and its agencies may more effectively cooperate with the agencies of the federal government so that we might strengthen public education in North Carolina.

ON MEETINGS CONCERNING FEDERAL-STATE RELATIONSHIPS

January 24, 1967

[The following statement was issued from Washington.]

Today I called on Secretary of Commerce [John T.] Connor[238] in connection with the Coastal Plains Regional Development program. The secretary assured me that the program was developing and that the first step would be the naming of the federal cochairman by the president. Secretary Connor thought that this would be done in the near future. Then the three states will name a states' representative, and the necessary staff will be employed. Then the planning program will begin. Both the secretary and I are enthusiastic over the economic advantages which will result to the Coastal Plain section of North Carolina and the neighboring states involved.

Later, Dr. [Charles F.] Carroll and I met with Secretary of Health, Education and Welfare [John W.] Gardner and discussed the need for greater cooperation between the states and the federal authorities in order to improve the educational opportunities and services for our children. Specifically, we suggested that more latitude be allowed the states in the expenditure of federal funds so that the most urgent needs could be met more effectively.

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[237] John W. Gardner (1912-), government official from Washington, D.C.; native of Los Angeles; A.B., Stanford; A.M., Ph.D., University of California; college teacher; various positions with Carnegie Corporation of New York, president since 1965; granted leave to assume position of secretary of health, education, and welfare, 1965; World War II veteran. *Who's Who in America*, Vol. 35, p. 804.

[238] John Thomas Connor (1914-), lawyer and government official; native of Syracuse, New York; A.B., Syracuse; LL.B., Harvard; president of Merck and Company and director of several corporations prior to assumption of duties as secretary of commerce in 1965. *Who's Who in America*, Vol. 34, p. 431.

We also discussed the education guidelines and we restated our position: that we would follow a policy of freedom of choice in its true sense, so that every child shall have the right to choose to remain in his present school if he so desires, as well as the right to choose another school.

Dr. Carroll mentioned that federal funds appropriated for the economically disadvantaged schoolchildren, due to federal statutory and regulatory provisions, in many cases were not actually being spent for the benefit of the children for whom the appropriation was made.

My representative met with the federal wage and hour administrator and discussed generally the application of the federal minimum wage law to farmers and sharecroppers in North Carolina.

I feel that the meetings with the secretaries of labor, commerce, and health, education and welfare, and with the North Carolina congressional delegation will do much to improve the relationship between the federal and state authorities in the various federal programs affecting the people of North Carolina.

ON EAST CAROLINA COLLEGE CONSULTANTS' REPORT

February 23, 1967

[Despite the fact that the report discussed in this statement failed to recommend university status for East Carolina College, and though Governor Moore opposed the concept of regional universities, the 1967 General Assembly changed the college into one of four regional universities. See *Session Laws, 1967*, c. 1038.]

In response to questions raised by the press, I want to recite the facts relating to the delivery of an advance copy of the East Carolina College Consultants' Report to Senator Robert Morgan.[239]

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[239] Robert Burren Morgan (1925-), lawyer from Lillington; B.S., East Carolina; LL.B., Wake Forest; clerk, Harnett County Superior Court, 1950-1954; state senator, 1955, 1959, 1963-1967; World War II veteran; chairman, Board of Trustees, East Carolina; successful candidate for state attorney general, 1968. *North Carolina Manual, 1967*, 578; *News and Observer*, May 5, November 6, 1968.

The first copy of the completed report was delivered to me last Saturday, February 18. On Wednesday, February 22, the Board of Higher Education informed me that it had received a letter from Senator Morgan requesting that he receive an advance copy of the consultants' report. I immediately telephoned Senator Morgan and made a copy of the report available to him. A sealed copy was delivered to his office Wednesday afternoon.

The East Carolina Consultants' Report is addressed to the Board of Higher Education, which ordered the study but has not yet had an opportunity to consider and evaluate its contents. There was never any question on the board's part that the report would be made available to Senator Morgan in advance of its public release. The advance copy sent to Senator Morgan Wednesday is for his confidential use as chairman of the Board of Trustees of East Carolina College.

The Board of Higher Education, with my approval, will consider and evaluate the consultants' report as soon as possible. Once this has been accomplished, the board's recommendations, plus the consultants' study, will be printed and released. The consultants' report will not be released in advance since it is only a part of the full board report to come. The board expects to have its full report available on or before March 15.

ON MARKETING OF FLUE-CURED TOBACCO

March 2, 1967

The problems of marketing flue-cured tobacco have been of considerable concern to my administration. I recognize that any factors affecting the orderly flow of tobacco through the markets can jeopardize the entire industry and especially the growers.

For this reason, I have urged our farm organizations representing farmers, warehousemen, and buying companies to seek mutually beneficial solutions to marketing problems. At my suggestion, representatives of these groups have met four times in the last two years to discuss the means of facilitating the orderly marketing of flue-cured tobacco.

The most recent meeting was held at the Executive Mansion today. Representatives of various concerned groups from North Carolina and from other tobacco producing states were present. It was a most fruitful meeting and one which, I believe, will be beneficial to all connected with the marketing of flue-cured tobacco.

As a result of these meetings, I am pleased to report that today a thirty-five-member Flue-Cured Tobacco Marketing Committee has been organized by concerned people from all areas of the industry. Committee members will work together to solve marketing problems and to attempt to prevent anything that would jeopardize the price farmers receive for their crop.

The committee consists of nineteen flue-cured tobacco growers, eight representatives of buying companies, six warehousemen, the managing director of the Bright Belt Warehouse Association and the general manager of the Flue-Cured Tobacco Cooperative Stabilization Corporation. It is a good, representative committee.

These officers were elected at the meeting today: chairman, Fred S. Royster,[240] managing director of the Bright Belt Warehouse Association; vice-chairman, Frank Bryant, a tobacco farmer of Route 2, Boonville; and secretary, L. T. Weeks,[241] general manager of the Flue-Cured Tobacco Cooperative Stabilization Corporation.

I personally commend all segments of the tobacco industry for their recognition of the seriousness of the problems of our marketing tobacco and for their willingness to work together to find proper solutions. I especially commend L. T. Weeks; Mrs. Harry Caldwell, master of the North Carolina State Grange; and B. C. Mangum,[242] president of the North Carolina Farm Bureau.

Each member of this committee has a tremendous responsibility to tobacco farmers, warehousemen, and buyers. It is a good committee and it represents a big step in the right direction. By continuing to work together, I am confident of the accomplishments of this marketing committee. All connected with flue-cured tobacco can benefit from its accomplishments.

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[240] Fred S. Royster (1908-), from Henderson; educated, Duke; former operator of tobacco warehouses; president, Bright Belt Warehouse Association, 1945-1957, managing director, 1957 to present; president, Tobacco Tax Council since 1961; active on numerous boards and committees related to tobacco interests; state representative, 1945-1951; state senator, 1953, 1965. *North Carolina Manual, 1965*, 548; information from office of Mr. Royster, July 23, 1969.

[241] Lloyd Thornton Weeks (1909-1968), tobacco specialist from Raleigh; B.S., North Carolina State; with North Carolina Agricultural Extension Service from 1937 to 1946; general manager, secretary and treasurer, Flue-Cured Tobacco Cooperative Stabilization Corporation, September, 1946, until death in October, 1968. Biographical sketch furnished by Flue-Cured Tobacco Cooperative Stabilization Corporation staff, July 15, 1969.

[242] Bernice Cecil Mangum (1908-), farmer from Person County; engaged in farm machinery business, 1953-1957; active in North Carolina Farm Bureau, becoming president in 1959. *News and Observer*, December 4, 1960.

STATEMENT BY GOVERNOR AND MRS. DAN MOORE ON A NEW RUG FOR THE EXECUTIVE MANSION

March 8, 1967

[The statement below was issued after there had been a great deal of newspaper comment on the offer of the North Carolina National Guard to provide funds for a new rug for the Executive Mansion. At least some of the guardsmen evidently felt pressure had been exerted on them to contribute to this cause.]

Recently an offer was made by Adjutant General Claude Bowers[243] whereby the North Carolina National Guard would undertake to raise funds to provide a new rug for the Executive Mansion. The offer was completely voluntary on the part of the National Guard.

The idea was to provide a rug for the mansion, which belongs to the people of North Carolina and not to its temporary occupants.

We regret very much that controversy has arisen over this matter, particularly the report that some members of the National Guard feel they are being coerced to donate funds for this purpose.

As a result, we have requested of General Bowers that no further donations by the National Guard be accepted and that all money received be returned to the donors with our appreciation for their desire to be helpful. The rug will be provided from other private contributions.

ON FORMATION OF GOVERNOR'S COUNCIL FOR ECONOMIC DEVELOPMENT

March 20, 1967

Today, I am announcing the formation of the Governor's Council for Economic Development.

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[243] Claude Thomas Bowers (1899-), developer from Littleton; educated, North Carolina State; official of several development corporations; civic leader; veteran of World Wars I and II; member of National Guard, 1921-1940, 1946-1959; became adjutant general in 1960. *North Carolina Manual, 1967*, 493-494.

North Carolina is in the midst of a period of development which is without parallel in the history of our state. The good business climate which exists in North Carolina is drawing new corporate investment at a record rate and, together with the expansion of established industries, we showed a 27.2 percent increase in capital investment in 1966. Great strides are also being made in agriculture, tourism, and commerce.

There are more jobs and more and better job opportunities in North Carolina today than ever before in our history. Average take-home pay is higher this year than last. Our unemployment rate is among the lowest in the country.

We are proud of our record. Times are good in North Carolina. A great deal has already been accomplished, primarily because of the effective partnership which exists between state government and private enterprise.

It is the genius of private initiative that provides the growth we need for the full realization of our economic potential. The state provides the climate for the cultivation of this genius, but it is private enterprise that hires the workers and produces the goods. We should never forget that, economically speaking, nothing happens until somebody gets a paycheck.

I am proud of the job that North Carolinians are doing. But what of the future? Much remains to be done.

As a part of the regular operating policy of this administration, we have constantly reviewed our own programs to make them better and to keep them up to date. I believe that constant self-examination and evaluation are the keys to better results. We have many state agencies and many private citizens serving on councils commissioned by me as governor working on specific areas of economic development, but there is a need for a commission which has the responsibility for studying and evaluating the work of *all* agencies working in the field of economic development. The Governor's Council for Economic Development will have such responsibility. It will be composed of industrial, financial, business, and agricultural leaders of our state, with officials of state agencies and institutions of higher learning serving in an advisory capacity.

Our interest in the total development of North Carolina has provided us with an opportunity to recognize some of the problems of economic development in the twentieth century. It is not surprising to find that while growth solves many problems, it also creates them. We are having new problems because we are growing rapidly, and this council should help us solve some of our difficulties, evaluate our present efforts in all areas, and chart our future course.

The council will be a working group. I expect it to be a source of continuing advice to state government in all matters relating to economic development. I expect the council to initiate the kind of economic studies which utilize and supplement the present research activities of the state. Much research and information is available from our agencies and institutions. Evaluation and careful study of this research and information by a nonpartisan council of top business leaders will be of great advantage to the state of North Carolina.

Specific studies and projects of the council will unfold as it meets and discusses the problems and potentials of the state. I think the council will want to begin, however, with a thorough assessment of where we are and how we are doing with our existing policies and programs.

For instance, I would also like for the council to direct its attention as soon as possible to the problems of manpower development in North Carolina. This is one of the most serious problems confronting industrial development today. I would suggest that the council study the problems of adults with limited skills and high school dropouts and their effect on economic progress.

Rapid growth in industrialization and mechanization of our agriculture places a terrific burden of adjustment on our labor force. It has been estimated that a young man coming into the labor force today must be prepared to change jobs about seven times during his working life. We must make sure that we are preparing our people to make the rapid adjustments required in our dynamic economy. Basic education is necessary in many instances, however, before some of our people can take advantage of available technical training in our technical institutes and community colleges. Can our efforts in this area be more effective?

The council will use the advisory members from state agencies and institutions to identify sources of information and competent individuals to work on specific projects. We do not expect the council actually to conduct the studies called for. It will be responsible, however, for initiating them and evaluating results. The reports and recommendations will combine the experience and thinking of the council with research findings of the professionals within our agencies and institutions.

Within the next few days, I shall appoint an executive committee of this group to assist me in making plans for the activities of this council. I hope to have a meeting of this entire group here in Raleigh at an early date.

I am asking a great deal from this council in terms of time and energy. At the same time, I recognize that the people being asked to serve have heavy commitments in their private business associations. In order to ease the load somewhat, I plan some rotation of membership on the council. This will permit a greater effort by each member during the term of appointment. It will also permit us to use more of the people of this state who are capable of making a great contribution to our total development objectives.

From time to time this state is faced with unprecedented crises which challenge the courage and the wisdom of our people. At such times, it would be a great help to me as governor to be able to turn to a group such as I am appointing today, from the private sector of our economy, for advice and counsel.

The work of this council will help chart the course of economic development in this state for decades to come. Its accomplishments will mean a better way of life for all of our people.

[The names of the appointees were attached to the statement. For names of members of the council, see pp. 808-810.]

ON ESTABLISHMENT OF COURT OF APPEALS

March 24, 1967

The enactment of the law establishing the Intermediate Court of Appeals will stand as another monument to the wisdom of the people of North Carolina and their General Assembly and a tribute to the excellent work of the Courts Commission. It is a further step toward implementation of the improved system of justice in North Carolina.

ON REQUESTS FOR STATE ASSISTANCE IN MAINTAINING LAW AND ORDER UNDER EMERGENCY OR RIOT CONDITIONS

August 1, 1967

[On the same day the governor issued the following statement, he issued another telling of his meeting with mayors and state officials. At that meeting various aspects of law enforcement were discussed, and Governor Moore had stressed again his determination to see that law and order were maintained in the Old North State. On August 11 he expressed concern that riots and civil disorders were occurring in other states but felt that similar disturbances would not take place in North Carolina. In the August 11 statement he called attention to the fact that federal antipoverty programs were not controlled by the state and that the North Carolina Fund—a private nonprofit organization—was not under state control. He also stressed the need for proper control over the expenditure of funds, saying there was no excuse for the misuse of these programs for political purposes. Maintenance of law and order and peace was essential to assure improvement in the welfare of the people. The following statement outlined steps to be taken by local governments needing help in time of emergency.]

The Governor's Office has received requests for the procedure to be used by mayors, or their designated representatives or county officials, in calling for state assistance to aid local law enforcement agencies in maintaining law and order under emergency or riot conditions.

It must be understood that law enforcement in North Carolina is a local responsibility. The state is neither equipped nor does it desire to take over law enforcement. Municipal and county officials must look first to their own law enforcement agencies. Every effort should be made by local governments to be prepared for emergency action.

I am vitally concerned, of course, with maintaining law and order in North Carolina and stand ready to send all assistance that the state can provide to local governments should it become necessary. State government is prepared to take appropriate action to support local government where emergency conditions exist.

In the event state assistance is necessary to aid local law enforcement agencies in an emergency situation, here is the procedure to be followed:

1. The mayor or an appropriate designated official should initiate a call to the governor stating the nature of the emergency and the need for state assistance. This call should be placed directly to the governor or to Charles Dunn,[244] assistant to the governor, at these Raleigh phone numbers:

Governor Moore	(919)	829-3615
Charles Dunn	(919)	829-3615 or 829-3409 (day)
	778-5962 (nights and weekends)	

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[244] Charles Jerome Dunn, Jr. (1934-), from Raleigh; A.B. and graduate school, University of North Carolina, Chapel Hill; member, U.S. Army Signal Corps, 1957-1959; administrative assistant to governor during Moore administration. *North Carolina Manual, 1967*, 492.

In the event neither of the above can be reached, one of these assistants to the governor should be contacted:

Tom Walker[245]	(919) 829-3615 (day) 832-0842 (night)
George Ragsdale[246]	(919) 829-3615 (day) 828-5904 (night)
Jerry Elliott[247]	(919) 829-3615 (day) 833-8227 (night)

A telegram confirming the initial telephone request for emergency assistance should be sent immediately to the Governor, State Capitol, Raleigh, North Carolina.

2. A designated representative of the governor will be dispatched immediately to your city to confer with the mayor or appropriately designated officials. Representatives of the State Bureau of Investigation, the North Carolina Highway Patrol, and the North Carolina National Guard also will be dispatched to help ascertain and advise the governor's representative as to state assistance requirements. The governor's representative will consider all the facts available and will report promptly and directly to the governor, with a recommendation on the type and amount of state assistance which may be necessary.

3. After evaluation of the situation, the governor will dispatch whatever assistance he considers necessary to aid local law enforcement agencies in meeting the emergency and in maintaining law and order.

The State Highway Patrol is the state's first force for assisting local law enforcement agencies in maintaining order in an emergency situation. The patrol has specially trained and equipped ready squads which can be on the scene in a short period of time. The squads, working as a team, will be deployed and directed by State Highway Patrol officers and will supplement local law enforcement personnel.

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[245] Thomas Henry Walker, from Chapel Hill; A.B., University of North Carolina, Chapel Hill; experience in newspaper and other journalistic work; World War II veteran; preceded Jerry Elliott as news secretary to governor during Moore administration, *North Carolina Manual, 1965*, 463.

[246] George Robinson Ragsdale (1936-   ), lawyer from Raleigh; A.B., LL.B., University of North Carolina, Chapel Hill; on legal staff of Senator Sam J. Ervin, Jr., 1961-1962; legal assistant to the governor during the Moore administration. *North Carolina Manual, 1967*, 492.

[247] Gerald Hope Elliott (1922-   ), native of Nebraska; special student, University of North Carolina, Chapel Hill, 1957-1958; newspaperman; experience in radio, including position as news director, WPTF, Raleigh, 1959-1964, and newsman, WTVD, Durham, 1964-1965; public information officer, State Highway Commission, prior to joining Governor Moore's staff in October, 1965; World War II veteran. *North Carolina Manual, 1967*, 493.

In the event that the combined forces of local law enforcement and the State Highway Patrol cannot maintain order, the North Carolina National Guard will be utilized. The governor's representative on the scene, after full consultation with the mayor or other officials, will report to the governor as to his evaluation of the need for guardsmen.

Should the National Guard be deemed necessary, the governor will direct the adjutant general of the state to alert and/or order to the scene sufficient troops to maintain law and order during the emergency. The adjutant general will designate the guard units to be used. The commanding officer of the National Guard troops sent to the area will be in command of all state forces until the emergency is ended and local authorities can resume maintenance of law and order.

The governor will be kept advised of the situation at all times by his representative on the scene and by the appropriate state officials whose forces are involved in the emergency.

Governor Moore gives a yank to fire a 105mm Howitzer at a Fort Bragg range, June 9, 1966. He spent the day visiting troops of the North Carolina National Guard which was on summer training camp. The training the guardsmen received stood them in good stead when they were called to duty during the Moore administration. (AP photograph.)

4. Time being of the utmost importance in such situations, the mayor or an appropriately designated official should not hesitate to alert the governor immediately when a request for state assistance is under consideration. This will allow the governor to alert all state officials to remain on standby for possible action.

5. At first indication of the possibility of an emergency situation involving racial disorder, the mayor should contact Mr. David Coltrane, chairman of the North Carolina Good Neighbor Council, at 829-3354 (day), or 832-2269 (night), in Raleigh. The Good Neighbor Council and its local counterparts can be beneficial in helping local leadership meet emergency situations.

6. Mayors and other local officials are requested by the governor to cooperate with the North Carolina Good Neighbor Council in its efforts to develop better communications, understanding, and improved human relations in every community. The Good Neighbor Council is working with local counterparts in seeking employment opportunities, better housing, and recreational opportunities, etc., for all citizens of the state. Establishment and support of official local human relations organizations are essential.

The State Highway Patrol is presently conducting a statewide inventory of local law enforcement potential for the Governor's Law and Order Committee. This survey includes information on actual manpower and equipment of departments, as well as auxiliary police forces which exist in some municipalities. This information will be of assistance to the governor in the event state aid is requested to meet an emergency situation. Local government cooperation in this survey will be appreciated.

ON TOBACCO PROBLEMS

October 5, 1967

[In this discussion of the many problems surrounding tobacco, the governor expressed doubt as to the validity of the reports on tobacco as a health factor. He also referred to the taxation question. North Carolina continued its policy of nontaxation of cigarettes and other tobacco products, though other states imposed heavy taxes on these products. As a consequence, a system developed whereby cigarettes were being illegally transported from the Tar Heel State to other parts of the country and sold to consumers without payment of taxes. It was this evasion of the law to which Governor Moore referred in his statement.]

The American tobacco industry is in a state of uncertainty today because of unwarranted harassment and unnecessary confusion created by headline seekers using biased information. My words may seem harsh but not when you consider the serious jeopardy in which the livelihood of thousands of our citizens in North Carolina and throughout the nation has been placed in recent years.

Many of the problems confronting our tobacco farmers and the employees of buying companies and manufacturing facilities stem from the attempt of some federal officials to brand cigarette smoking as a major killer without conclusive medical proof. While this has not deterred Americans from smoking, it has caused uncertainty on the markets and it also has helped to stimulate a "get what you can now" tax attitude in some cities and states.

If you are of the mind to say that "the governor is expressing only sentiments because of what tobacco means to this state's agriculture and industry," I urge you to read the available evidence. Even if you are like me and not medically trained, I think you will be impressed with the weak basis for the conclusions voiced by some people in speeches and in news releases.

There appears to me to be a great deal of conjecture which is advanced as proof. The collection of data even seems to lack the scientific approach. The basis of the cause-and-effect relationship between smoking and illness is not borne out by the existing evidence presented. In spite of this, however, there are those who would have all of us blindly accept the belief that there is such a cause-and-effect relationship.

The surgeon general of the United States, when he came here recently to accept a gift of land provided for by the taxpayers of this state, expressed concern over the estimated fifty-five thousand deaths a year from lung cancer. I, too, am concerned over those deaths just as I am concerned over the almost equal number killed yearly in automobile accidents. His statement was that smoking was the cause of this cancer with no reference to the effects of air pollution or other factors which may contribute.

I am most pleased that the National Environmental Health Sciences Center to be built by the Public Health Service in the Research Triangle will scientifically and objectively study the smoking and health question. Perhaps then the Public Health Service will be able to furnish concrete evidence on the relationship between normal smoking and lung cancer if any such relationship does exist. Perhaps then the Public Health Service can find what element, if any, in tobacco is harmful.

I am sure the tobacco industry, which is spending millions of dollars in research every year, will appreciate the work of the Public Health Service in this area. All of us, of course, are vitally interested in the health and well-being of our citizens, and we most assuredly want to see eliminated any causes of environmental health problems.

If any harmful element in tobacco is found by the Public Health Service or any other group of scientists, I am confident the tobacco industry will seek ways of removing it from tobacco products. If normal smoking is harmful, then this is the only sound way to approach the problem for the experience of recent years has proven that most people enjoy smoking and will not quit. Prohibition failed, and it had far greater public support than does the antitobacco movement.

In the meantime, there are those who are attempting to use tobacco as a solution to revenue woes and others who are attempting to tax tobacco out of existence. Fortunately for the industry, most governmental units have levied reasonable taxes on tobacco products. Others, however, have gone to the extreme in their taxation practices and then have cried "foul" when their citizens have sought tobacco products at reasonable prices.

No one deplores the breaking of laws more than I do. I have instructed state officials to be of any assistance possible to their counterparts in other states in this matter. We have had few requests for assistance except from representatives of out-of-state news media. It would seem that some of the politicians in other states are more interested in headlines. I will say that I do not appreciate any official in another state or in Washington attempting to excuse his own fiscal ineptness by criticizing our North Carolina tax policies with regard to tobacco.

I would like to say this about our marketing problems. We have another large crop of tobacco. It is of exceptionally high quality by normal standards. Farmers are anxious to sell. The buying companies are taking tobacco they can use as rapidly as it can be processed. Unfortunately, some of the high quality tobacco is not in demand because of the smoking and health confusion. This has compounded the problems of marketing this year's crop.

I am pleased, however, by the spirit of cooperation among all segments of our tobacco economy. The Flue-Cured Tobacco Marketing Committee, which I helped to organize last year, has been

During his campaign and throughout his years in office, the governor expressed interest and concern about tobacco problems. While a candidate, he and Congressman Alton Lennon posed for pictures in a tobacco warehouse when they visited warehouses in Whiteville, Fairmont, and Lumberton as the Border Belt Tobacco Market opened August 6, 1964. (AP photograph.)

active in seeking proper solutions for marketing and selling problems. Chairman Fred Royster and his committee of representatives of farmers, warehousemen, and buying companies have worked diligently this year to insure the orderly selling of tobacco so our farmers can receive top dollar for their product. Farmers have the majority representation on this committee.

I especially am pleased with the willingness of our tobacco buying companies to cooperate in keeping tobacco prices up. Representatives of the major buying companies, along with Chairman Royster and Manager L. T. Weeks of the Tobacco Stabilization Corporation, met with me at the Executive Mansion last Thursday. We discussed very frankly the problems associated with buying and handling this year's large crop.

In talking with leaders of all segments of the tobacco industry, I have become convinced that by working together our marketing problems can be solved. We must not look to Washington for all the answers because federal control of marketing very definitely is not the proper solution. The means for satisfactorily resolving the problems will come from the willingness of all segments of the tobacco industry to work together and to compromise differences.

The great American tobacco industry does face many challenges today. I feel they all can be met by men of good faith, representing all segments of this vast industry, working together for the common good. We cannot, we must not, and we will not sit idly by while alarmists and opportunists seek to cripple and destroy the livelihood of thousands of Americans. I ask no favors, only fair treatment for the tobacco industry which contributes so much not only to North Carolina but also to this nation.

ON APPROACHING POLITICAL CAMPAIGNS

December 5, 1967

[This was the second statement issued by Governor Moore on the question of political campaigns. An earlier one, November 29, had dealt specifically with attacks which had been leveled against Chairman Joe Hunt of the Highway Commission and his subsequent offer to resign. Governor Moore had refused to accept the offer and had reiterated his confidence in the job Hunt and the commission had done. The statement which follows was more general than the first but both grew out of circumstances relating to political campaigns.]

We are entering the political season when our minds naturally turn toward candidates, issues, primaries, and elections. It is to be expected as the campaign gets under way for all media of communication to inquire as to my attitude toward the political situation.

Let me say in the beginning that my chief concern is for a continuation of good government. While I may have my preference in various races, including the governorship, I have every confidence that the people of North Carolina are wise enough to select the best man for governor of North Carolina and all other offices without any sort of dictation from me.

Of course, this does not mean that I will stand idly by and not defend the record of my administration, if it is attacked. I reserve the right to answer any unfair and unjust charges, not only against my own record, but against the record of our party.

Any governor who attempts to dictate the choice of his successor makes a great mistake; and any attempt of a governor to interfere with the free choice of the people should be resisted. I have opposed this sort of thing and what I say today is a continuation of my position taken in the primaries four years ago.

This is also a repetition of what I said at the Vance-Aycock dinner, when I stated; "I intend to stay out of the primary campaigns unless I need to clarify positions of my administration."

ON PURCHASE OF MOTOR GRADERS

December 21, 1967

[In the spring of 1966 there was quite a bit of discussion about the purchase of seventy-five heavy duty motor graders for the State Highway Commission. In a statement issued April 27, 1966, Governor Moore outlined the procedure followed to purchase the graders through competitive bidding. Despite the reassurance at that time, the matter continued to plague the Moore administration. In the following statement the governor again outlined the established procedure and also discussed the work of the advisory council of professional engineers, which had studied the problem carefully. Galion was the manufacturer which bid on the contract for 100 machines, and rival manufacturers questioned the system and the specifications, contending that specifications were written so as to exclude rivals. After formal hearings, the Board of Award later concluded that the contract rightfully belonged to Galion.]

I have today requested Chairman Thomas White and the State Board of Award to hold a public meeting when it considers the purchase of motor graders to be used by the State Highway Commission. I have asked the Board of Award, a statutory agency composed of four members of the General Assembly and two appointees of the governor, to hold the meeting in Raleigh on January 19.

I have made this request in view of recent allegations and insinuations made by certain distributors of motor graders and some members of the press. All motor grader manufacturers and distributors will be invited to attend, and all the facts will be made available to the public through the news media.

The advisory council of professional engineers which studied specifications of motor graders for more than a year also will be invited to attend the meeting. This council is chaired by Mr. Calvin W. Hood of Fort Belvoir, Virginia, the federal government's specialist on motor graders. The council was formed in 1966 at my suggestion to study and recommend a uniform specification for the state's requirements for motor graders, which would doubly insure that purchases would be based on sound technical data and thereby provide for maximum competitive bidding.

In addition to Mr. Hood, other members of the advisory council are Admiral Edward M. Denbo of Durham, a professional engineer with wide experience in the construction field; Dr. W. G. Mullen, of North Carolina State University, who has worked with the state of Maryland on this type of equipment; Frank Turner, the state property officer; and General Ivan Hardesty, assistant chief engineer with the State Highway Commission.

Prior to the council's initial meeting in August, 1966, special invitations to attend were sent to these manufacturers of heavy-duty road graders and their North Carolina distributors: Allis-Chalmers, Austin-Western, Caterpillar, Cleveland Tractor Company, Galion, Huber-Warco, LeTourneau-Westinghouse, and Pettibone-Mulliken. Representatives of all except Pettibone-Mulliken appeared before the council.

A tentative specification was drafted by the council on the basis of information obtained at the meeting. This tentative specification was then sent to the manufacturers invited to the initial meeting, and they were asked to state any objections and offer comments. Replies were received from Allis-Chalmers, Galion, LeTourneau-Westinghouse, Cleveland Tractor Company, Caterpillar, and Huber-Warco. After studying these replies, the advisory council felt all manufacturers except Austin-Western could conform to the specification.

The specification formulated by the professional council, plus its complete report, was submitted to the Standardization Committee, a statutory body with responsibility for formulating, adopting, establishing, and modifying standard specifications applying to state contracts. This committee unanimously approved the specifications after careful study.

The Standardization Committee consists of Representatives Joe E. Eagles[248] and Joe C. Eagles, Jr., representing the Advisory Budget Commission; J. E. Thompson, state materials engineer, representing the Highway Commission; Dr. J. L. Pierce,[249] representing state departments; Dr. N. W. Conner,[250] representing education institutions; Ben H. Clarke,[251] representing [charitable and] correctional institutions; Wayne A. Corpening, the director of the State Department of Administration.

The Division of Purchase and Contract of the Department of Administration used this exact specification approved by the Standardization Committee in advertising for bids for 100 motor graders to be used by the Highway Commission. Bids were requested from 27 firms. Only one bid was received; however, five suppliers wrote to say they were declining to bid. The matter now rests with the Board of Award, as prescribed by law.

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[248] Joseph Elliott Eagles (1910-), merchant and farmer from Macclesfield; educated, Duke; member numerous boards and organizations; state representative, 1961-1969. *North Carolina Manual, 1967*, 607-608; "1969 General Assembly," [16].

[249] J. L. Pierce, educator from Raleigh; A.B., High Point College; A.M., Ph.D., University of North Carolina, Chapel Hill; World War II veteran; professor, Elon College, prior to joining staff of North Carolina Department of Public Instruction as consultant in health and physical education; director, Division of School Planning, since 1959. Information furnished by Dr. Pierce's office, May, 1969.

[250] Norval White Conner (1905-), research director from Raleigh; B.S. and M.E., Virginia Polytechnic Institute; M.S., Iowa State; college professor and head of research programs, with title of assistant dean for research at North Carolina State, since 1967. *Who's Who in America*, Vol. 35, p. 475.

[251] Ben H. Clarke (1915-), native of Mars Hill; educated, Mars Hill and Western Carolina; in banking business in Asheville, 1937-1947; former assistant administrator of hospital in Asheville; administrator of North Carolina sanatorium system since 1951. Information furnished by telephone by Mr. Clarke, August 15, 1969.

ON CONSIDERATION OF THE GOVERNOR FOR THE PRESIDENCY OF WESTERN CAROLINA UNIVERSITY

January 6, 1968

[The statement below was issued in response to inquiries from the Associated Press and the United Press International concerning a report published in the *Charlotte Observer* of January 6, 1968, saying that Governor Moore was being considered for the presidency of Western Carolina University when his gubernatorial term expired.]

The report came as a complete surprise to me. I have not received any indication that I was even being considered. Certainly, anyone would be highly honored by such consideration, particularly I, because of my interest in education generally and higher education particularly.

I am very proud of Western Carolina University because of its contributions to that area of the state and, indeed, to all higher education.

I still have a year in office and plan to devote my full energies to that task entrusted me by the people of North Carolina. I have no plans or ambition for a position so important to education, honored as I am even by the report as published today.

ON LAW ENFORCEMENT TRAINING

January 8, 1968

[This statement of Governor Moore on the "Report on Law Enforcement Training," by Professor Albert Coates, was issued in the form of a memorandum addressed to "Friends of Law Enforcement." Copies of the report were sent with the memorandum.]

In the fall of 1965 I established a Law and Order Committee of those state officials with responsibilities for enforcing the law and protecting our citizens. Later I expanded this committee to include representatives of the North Carolina Sheriffs Association and the North Carolina Police Executives Association. At my request the Law and Order Committee was made a statutory body by the 1967 General Assembly, and provision was made for it to have an executive director.

The purpose in establishing such a committee was to seek ways to improve respect for the law among all citizens and generally to strengthen law enforcement. I recognized that one of the major needs for general law enforcement was greater training opportunities for enforcement officials on every level. This concern of mine for greater police training resources led to discussions by the Law and Order Committee and then to an in-depth study by Professor Albert Coates of the law school of the University of North Carolina at Chapel Hill.

I felt that Professor Coates was ideal to make this important study. His long and outstanding service to law enforcement through the Institute of Government is well recognized and much appreciated. My personal interest in a sound law enforcement program began when I was a student in Professor Coates's law class at Chapel Hill in the mid-1920s. This interest in law enforcement and my respect for the man increased during my years as lawyer, solicitor, judge, and governor. I believed Professor Coates to be the man to make this important study.

In March, 1966, I discussed with him available law enforcement training and the increasing need for a coordinated program within reach of every enforcement officer. This conference led to his making a most comprehensive study of police training in our state. The report of Professor Coates, including his recommendations based upon his investigation and his experience, is a monumental document in the history of law enforcement in North Carolina. Police officials and concerned citizens should be aware of its contents.

Throughout the duration of his study, Professor Coates kept me advised of his progress. He handed me a progress report in April, 1967. It proposes an all encompassing training program for enforcement officers. Very briefly, he recommends a grass-roots effort to provide every officer with basic police training, a two-year full-time study course leading to an associate in police science degree, and finally a four-year program leading to an A.B. degree in law enforcement. He proposes that it be a coordinated program.

I am pleased to note again that progress is being made in the implementation of the program recommended by Professor Coates. Planning is under way on a pilot project to provide training at the grass-roots level. Courses leading to the associate in police science degree are already being offered in four units of the community college system. Consideration has been given to providing a four-year degree program within the Consolidated

University of North Carolina and this is expected to be initiated when the demand warrants it.

The value of Professor Coates's report is already evident to us in state government. It has impressed upon us the need for immediate reevaluation and improvement of training efforts, and it has caused us to develop new programs to benefit more officers. I believe this report will be of equal benefit to enforcement agencies who utilize their own or nonstate training programs. I expect the value of this report will increase with time, for any advancement in the state's effort in law enforcement training should begin with the . . . report prepared by Professor Coates.

ON HANDLING OF EMERGENCY SITUATION

January 15, 1968

[North Carolina was severely hit by an ice and sleet storm during the week of January 7, 1968. Utility lines were down and many areas were hard pressed. The storm began on January 10; state offices closed early that day and remained closed on Thursday and Friday of that week. Schools and businesses in a large area of North Carolina were closed for at least part of that time. In this statement the governor expressed appreciation to those who had played a part in keeping essential services in operation during the time of the storm.]

Our state has come through a trying week. Citizens in many sections have been subjected to real hardship. We have tried to relieve these situations as quickly as possible. I appreciate the patience and cooperation of local officials and residents of the communities which have been hard hit.

We appreciate the assistance of the National Guard; federal military installations; the American Red Cross; the Salvation Army; telephone and power companies and cooperatives; state departments and agencies, such as the Highway Commission and the Highway Patrol; and the coordination provided by Civil Defense in the State Emergency Operating Center under the direction of Director William M. Hodges.[252]

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[252] William M. Hodges, B.B.A., University of Maryland; attended law school at Southeastern University, Washington, D. C.; World War II veteran, retiring as major in Air Force after twenty-six years of service; various civil defense positions; appointed North Carolina state civil defense director and disaster coordinator, effective September 1, 1967. News release of Governor Moore, August 29, 1967.

A representative of the United States Office of Emergency Planning has been on hand throughout the emergency and was joined yesterday by the regional director. Today, working with state and local investigation teams, they will continue surveys to determine the extent of damage in areas which may be eligible for federal assistance under terms of the Federal Disaster Relief Act or other federal legislation.

ON FEDERAL COURT DECISION REGARDING SPEAKER BAN LAW

February 22, 1968

[Following the extra session of the General Assembly, a student group attempted to have known Communists speak on the Chapel Hill campus of the university. When denied the use of campus facilities under provisions of the special legislation and ensuing administrative regulations, the students filed suit. The following statement was made a few days after the opinion of the three-judge federal court had rendered its opinion that the law was unconstitutional. For details concerning the Speaker Ban Law, see the headnote to the November 15, 1965, message to the General Assembly and entries in the index under Speaker Ban Law.]

I have had an opportunity to meet with Mr. Ralph Moody,[253] deputy attorney general, and Colonel William T. Joyner, private counsel for the state of North Carolina, in connection with the so-called "Speaker Ban" decision rendered by the three-judge federal court on February 19, 1968. The attorney general's office and Colonel Joyner have had an opportunity to study the decision of the court, and they have consulted with me concerning future action of the Board of Trustees of the University of North Carolina, of which I am chairman.

While the statutory machinery adopted by the General Assembly to regulate the appearance of speakers on the university campus has been declared unconstitutional, it is our opinion that the decision of the federal court gives ample authority to the trustees and to the administration to regulate the appearance of speakers and to see to it that those invited to speak have something to offer the cause of education as opposed to the creation of sensationalism and discord. The words of the court are strong and worthy of the attention of the people of North Carolina:

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[253] Ralph Manning Moody (1899-   ), lawyer from Raleigh; educated, University of North Carolina, Chapel Hill; formerly chief counsel and later acting chairman, Unemployment Compensation Commission; subsequently assistant attorney general; appointed state utilities commissioner, August, 1955; later became deputy attorney general. *North Carolina Manual, 1957*, 409; information from office of Mr. Moody, May, 1969.

> This Court is not blind to world affairs, and can understand and appreciate the vital concern of the people of the State of North Carolina over the unregulated appearance of dedicated members of the Communist Party on the campuses of its State-supported institutions. The record in this case clearly establishes that the Communist conspiracy is dedicated to the destruction of freedom, and attempts to achieve its goals of world conquest through discord, deceit and untruths. The record further establishes that the use of college campuses affords the Communist Party with an optimum chance of reaching and influencing a maximum number of young people. Certainly, the State is under no obligation to provide a sanctuary for the Communist Party, or a platform for propagandizing its creed.
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> It is beyond question that boards of trustees of State-supported colleges and universities have every right to promulgate and enforce rules and regulations, consistent with constitutional principles, governing the appearance of all guest speakers. Institutions of higher learning are engaged in the education of students, rather than satisfying their whimsical curiosity. There are undoubtedly many speakers, both as individuals and with respect to the causes they espouse, who add nothing whatever to the educational process. No one has an absolute right to speak on a college or university campus, but once such institution opens its doors to visiting speakers it must do so under principles that are constitutionally valid.
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> We are also aware that when student groups have the privilege of inviting speakers, the pressure of considerations of audience appeal may impel them to so prefer sensationalism as to neglect academic responsibility. Such apparently motivated the plaintiff students during the spring of 1966. If the offering of the sensational becomes their primary objective, the resulting program may not complement the educational purposes of the university.

After considering the findings by the court, it is my hope that the trustees and the administration of the university will adopt reasonable rules and regulations within the framework of this opinion concerning the appearance of visiting speakers which will permit the use of the facilities of the university in such a manner as to serve the educational purposes of the institution and not the purposes of the enemies of our free society. The campuses should not be exploited as convenient outlets of discord and strife.

Concerning all the circumstances, it is my opinion, based on advice of counsel, that we should not appeal this decision, and I shall so recommend to the board of trustees when it meets on Monday, February 26.

ON SUPREME COURT DECISION AGAINST INDUSTRIAL REVENUE BONDS

March 6, 1968

[The 1967 General Assembly set up an authority to issue bonds and use the proceeds therefrom to build industrial plants for private firms. On March 6 the state supreme court, in a four-to-two opinion, ruled that the use of revenue bonds for industrial development was unconstitutional in that the bond authority would be a public agency serving private purposes. The following statement was issued in response to press requests for the governor's reaction to the ruling.]

Naturally, I am disappointed that our state will not be able to compete on an equal basis with other states that do offer such financing, but the law must be adhered to and our court has spoken. I said in my recommendation to the General Assembly that I did not favor such financing but that it was a defensive measure. We must continue to hope that the federal government will close this tax loophole so that all states again will be on an equal basis insofar as this type financing is concerned.

ON SUPPORT FOR PRESIDENT JOHNSON

April 1, 1968

[On March 31, in reply to a request for comment on the announcement that President Lyndon B. Johnson would not be a candidate for renomination, Governor Moore had said the president was sincere in his desire for peace and in his desire to unite the Democratic party. The next day, he issued the following statement.]

The nation's most important objective now is to reach a just and honorable peace. To that end we should all unite solidly behind President Johnson in his efforts to obtain a settlement of the Vietnam conflict. Partisan politics at this time should take a secondary role, but at the proper time I am confident that the Democratic party will nominate and elect the best qualified candidate to lead the nation in the years ahead.

ON THE RIOT SITUATION FOLLOWING THE ASSASSINATION OF MARTIN LUTHER KING, JR.

April 10, 1968

[Governor Moore had made plans to go to Japan early in April but had cancelled them so as to be in North Carolina in the event of any disturbance following the appearance in the state of Martin Luther King, Negro civil rights leader. Ironically, King later changed his plans and, instead of visiting North Carolina, went to Memphis, Tennessee. It was in Memphis, on the evening of April 4, that King was assassinated.

Rioting had occurred in various sections of the country over a period of months, and on March 7 the governor had commented on the report of a special presidential commission studying riots. In that statement he had stressed the need for continuing cooperation among state and local officials, private organizations, and all citizens and had affirmed the responsibility of government to uphold the law. When Dr. King was murdered, Moore expressed regret and appealed to all citizens to remain calm and refrain from violence. Following that April 4 statement, he had issued another the next day in which he had informed the public that all liquor sales and sales of beer and wine would be suspended. The same day he indicated he was cooperating with Mayor Travis Tomlinson of Raleigh, who had put a curfew into effect as of 5:00 P.M., saying all state employees would be dismissed at 4:15. Again on April 5 he had expressed condolences to the King family and had called for observance of the law. On April 6 he had sent telegrams to clergymen throughout North Carolina, urging them to use their influence to bring peace and order to the state. This April 10 statement, which follows, summarized the situation up to that point. It was indeed fortunate that Governor Moore had elected to remain in North Carolina in light of the events which followed the murder of Dr. King.]

The sudden and tragic murder of Dr. Martin Luther King, Jr.,[254] last Thursday night, brought North Carolina to the brink of a peril from which we are only now—hopefully—emerging. Violence flared almost instantly in many of our cities. I immediately summoned my staff to the Executive Mansion to deal with the developing condition which brought fear and destruction in its wake.

Contact was established with various state agencies, including the State Highway Patrol, the State Bureau of Investigation, the

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[254] Martin Luther King, Jr. (1929-1968), clergyman and civil rights leader from Atlanta; A.B., Morehouse College; B.D., Crozier Theological Seminary; Ph.D., Boston University; numerous honorary degrees; president, Southern Christian Leadership Conference; assassinated in Memphis, Tennessee, April 4, 1968. *Who's Who in America*, Vol. 35, p. 1211; *News and Observer*, April 5, 1968.

National Guard, and the Good Neighbor Council. Highway patrolmen were sent immediately into several cities to assist local officers in maintaining order. When the need became evident in Raleigh and Greensboro, the National Guard was ordered to send units to assist.

Friday morning all state officials with responsibilities in law enforcement met with me to evaluate the seriousness of the situation confronting North Carolina. Contact was made by my office with officials of a number of cities and towns to ascertain circumstances and to reinform local authorities of the established procedure for obtaining state assistance: the State Highway Patrol initially and the National Guard when it became evident that local authorities and the patrol needed aid in controlling incidents.

Early Friday afternoon, a state command post was established in civil defense headquarters in Raleigh. Representatives of my office, the Highway Patrol, the National Guard, the SBI, and Civil Defense manned the office on an around-the-clock basis. They have responded to all local requests for state assistance and have continually reevaluated the situations in all cities and towns which reported tension, marches, or violence of any type. In critical areas, this was done every thirty minutes. I have stayed at the command post during key periods and have maintained constant contact with officials there.

Each local request for state assistance has been evaluated by a representative of the State Highway Patrol and, when the National Guard was requested, by an officer of the National Guard. These reports were reviewed by officials in the command post and by me, and appropriate assistance has been dispatched. In addition to Raleigh and Greensboro, units of the National Guard were ordered to Goldsboro, Wilmington, Wilson, and Durham. The final decision to call out the guard is mine, and in every case this was only done at the request of the mayor and on the basis of the best information available that this was absolutely necessary to protect life and property. A total of 4,637 guardsmen were committed in these cities. Some 3,911 other guardsmen were on alert in armories.

Three requests for guard assistance were answered by dispatching sufficient highway patrolmen to assist local authorities in meeting emergencies. Highway Patrol ready squads were dispatched to ten cities and towns at the request of local officials. In addition, highway patrolmen evaluated situations in forty other cities and towns and stood by to be of any necessary assistance. SBI agents rendered every assistance to local law enforcement people in investigations as did representatives of the License and Theft Division of the Department of Motor Vehicles. Representatives of the Good Neighbor Council also worked in a number of communities with local officials and community leaders. Every possible state assistance has been given local officials in this period of emergency.

Prior preparation and training enabled us to deal effectively and swiftly with the situation.

In August, 1967, my office informed all city and county officials of the procedure to be used in an emergency situation in calling for state assistance.

A model agreement for providing mutual law enforcement assistance among units of local government in time of emergency has been distributed.

The Institute of Government distributed a digest of laws relating to riot control and has presented seminars dealing with local government emergencies.

Our state and local law enforcement agencies have given their men extensive training in riot control. Since September of last year, each member of the National Guard has completed the required training in riot control tactics. All highway patrolmen, as well as many deputy sheriffs and city policemen, have received similar training.

I want to commend the mayors and other city officials with whom we have had contact over the past six days. They have shown an awareness of the limitations on state assistance and have demonstrated a willingness to rely principally on their own law enforcement personnel for the maintenance of law and order in their communities. We have tried to cooperate with them and they have cooperated with us.

North Carolina has no state police force. Thus, the first line of defense against lawlessness is provided by local law enforcement personnel—the city police and the county sheriffs.

I offer my most sincere gratitude and commendation for the courage and skill which they have displayed in the hours of challenge which have confronted them and all of us in these past days. They have met this challenge with bravery and with a great dedication to the duty which was principally theirs. The people of North Carolina owe them much, and I hope the opportunity to express their appreciation in a tangible way will be found.

No one can say enough about the highway patrolmen and the guardsmen. They have foregone regular hours and meals; they have gone without sleep; they have left their homes and families to help restore and preserve the peace; and I commend them for courage under fire and for their judgment under stress. They are without peer, and I am proud of them. I hope they will feel the deep sincerity of our thanks for meeting the challenge of these times with supreme fortitude and with skill born of much training. They answered my call with dispatch, and they executed their duties in the most splendid manner. They forsook home and hearth to come to the defense of their fellowmen, and I congratulate each and every one of them for a job well done.

The State Bureau of Investigation and Civil Defense agencies remained on duty with us around the clock and made a significant contribution to the collection of information so vital to every decision. State ABC officers acted swiftly to establish and enforce the ban on sales of alcoholic beverages.

The Good Neighbor Council maintained a constant vigil and helped promote the reestablishment of a dialogue between the factions which viewed each other with suspicion and distrust.

All of these men, and many hundreds more, brought credit to themselves for the manner in which they discharged their duties. Due to them, not a single life has been lost in North Carolina. I thank them one and all, and I commend them for a job well done.

Finally, I commend the calm and restraint exercised by the overwhelming majority of the citizens of North Carolina. You have shown the true fiber of a great people in keeping calm in the face of grave danger.

On Friday, I issued a statement again expressing condolences to the family of Dr. King. In that statement, I said: "For violence to surround the death of Dr. King is a denial of his life's work. Those who honor his memory and mourn his passing should pay their tribute by keeping the peace." On Saturday, I sent a telegram to clergymen of every faith and every denomination in North Carolina, asking them and members of their congregations to use their influence to help restore peace and order once again to North Carolina.

The death of Dr. Martin Luther King, Jr., has been used by some misguided youths and by hoodlums and criminals as an excuse to riot and destroy property and threaten the lives and safety of the law-abiding citizens of North Carolina. We have moved forcefully against these persons, and we will maintain our vigil against their devilry so long as danger exists.

These acts of violence have not advanced the cause of the Negro people and have not enriched the heritage of Martin Luther King.

We will make every effort; we will make any sacrifice; we will brave any peril to preserve the peace and dignity of the people of North Carolina.

I do not believe that the ends of justice can be advanced by burning the homes and businesses of innocent people or by lighting the fires of terror and hatred in the hearts of children.

We cannot prosper when the business of our daily lives must be attended by the presence of armed soldiers.

We cannot live in fear—and we will not.

But we must look ahead. The normalcy of life must be restored. It is the responsibility of every citizen to help in the restoration.

North Carolina is coming out of a long midnight of violence and destruction. Some cities are relaxing their curfews. The National Guard is being gradually demobilized as conditions permit, and I have requested State ABC Director Ray Brady[255] to reopen ABC stores and to lift the ban on the sale of alcoholic beverages, effective tomorrow.

We must not forget, however, that much remains to be done. There are those in North Carolina who are understandably frustrated by their inability to fully share in the growing prosperity. We will seek for them a more productive and satisfying life. To accomplish these goals, the men and women of all races and stations in life must turn once again with renewed dedication to the business of making North Carolina all that we want her to be, and all that she can be.

We must continue to build a better North Carolina for all races and all people.

We must, and we can, and we will.

ON RIOTS AT CENTRAL PRISON

April 17, 1968

[Five Central Prison inmates were killed and 75 wounded in a brief, hand-to-hand battle with guards early in the morning of April 17, 1968. More than 400 had fought with 325 guards at the climax of a riot that began at noon on April 16 when inmates engaged in a sit-down strike in the prison yard. Three guards and two state troopers were injured. The commissioner of correction stated that the inmates were fired upon after they had thrown torches and other missiles at guards who were trying to move inmates into cellblocks. Several of the injured were in critical condition and three were sent to Wake Memorial Hospital because the prison hospital operating room was unable to take them. The *Raleigh Times* quoted the commissioner as saying, "The custodial officers were instructed not to use firearms unless they were subject to deadly attack but, if any attempt was made to attack with deadly force, they were told to fire." He continued by saying, "The officers also were told to use deadly force to prevent arson. By arson I mean any attempt to burn any part of the buildings where other inmates were housed. We didn't use force to try to prevent the clothing building fire." The rioting evidently began after the 500 inmates had presented the following six grievances to prison officials: that 37 men in single-cell, restricted confinement be returned to the general prison population; that a television be installed in each of the main cellblocks; that a grievance committee of five meet with the prison administrator at least once a month; that three hot meals be served each day; that longer visiting hours be permitted (the preceding week visiting hours had been shortened because of the curfews and riots following the assassination of Martin Luther King); and that provision be made for an immediate incentive pay plan. Governor Moore issued the following statement and another the next day in which he expressed his complete confidence in the commissioner of corrections.]

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[255] Raymond Browning Brady (1915-   ), lawyer from Raleigh; LL.B., Wake Forest; World War II veteran; director, State Board of Alcoholic Control. *North Carolina Manual. 1967*, 495.

The governor has been briefed thoroughly on the situation at Central Prison. While the governor is regretful at the loss of life and injuries to both inmates and officers, he is confident that the administration of our prisons is in competent hands. He is confident that State Prisons Director Bounds[256] is capable of handling the prisons and that he and other duly constituted prison officials, not the prisoners, will continue to administer the prison system. The governor is informed that Director Bounds will make a full report to the public on the events.

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[256] Vernon Leland Bounds (1918-), from Chapel Hill; educated, Universities of California, Virginia; LL.B., University of Virginia; teacher in several law schools; professor in public law and government, Institute of Government, Chapel Hill, 1952-1965; director, University of North Carolina Training Center on Delinquency and Youth Crime, 1962-1965; World War II veteran; state director of prisons since October, 1965. *North Carolina Manual, 1967*, 514-515; news release of Governor Moore, October 3, 1965.

ON WITHDRAWAL OF BROUGHTON FROM GUBERNATORIAL RACE

May 8, 1968

[On May 5 Governor Moore had issued a statement in which he congratulated all Democratic nominees who had won in the primary election held the preceding day. Gubernatorial Democratic candidates were Lieutenant Governor Robert W. Scott, Raleigh attorney J. Melville Broughton, and Negro dentist Reginald Hawkins of Charlotte. Scott led the ticket but did not receive a majority of the votes, giving Broughton the right to call for a runoff. The following statement was issued following the announcement made by Broughton that he would withdraw from the race and pledge his support to Scott.]

I have extended to Mr. Broughton my congratulations on the fine effort he made and for his wisdom, judgment, and statesmanship in putting the interest of the Democratic party above his personal wishes.

I have also congratulated Lieutenant Governor Scott on his splendid victory and have pledged to him my full and wholehearted support in the general election.

ON STATE EMPLOYEES

May 23, 1968

[This was the first of six statements issued by Governor Moore on the subject of state employees. In the others he discussed the State Personnel Act and its operation, the highway system, the Department of Motor Vehicles, the prison system, and the Employment Security Commission. Governor Moore paid tribute to the work of the state employees in each of these statements.]

I don't suppose that any governor has ever had as many opportunities to pay tribute to state employees as he would have liked. Time marches at a fast pace, and unfortunately occasions such as this do not occur as frequently as they should.

This is a time to say "thank you"—officially, as governor of North Carolina, and personally, for helping make this administration a success. I extend these thanks to you on behalf of the people of North Carolina whom we all serve as faithful trustees and employees.

I can say of state employees with great pride that the conduct of the public business has progressed with sincere dedication and with renewed imagination and enthusiasm during my administration. I am proud of the response by state government workers to my call for the total development of North Carolina. No governor could have asked for or expected more diligent industry than has been so characteristic of state employees during the past three and a half years. It has been a source of comfort and pride for me to work with you. In working together, I believe we have further developed state government into a more efficient and useful servant of the people, which will, I believe, continue to demonstrate effectiveness in the progressive life of our state.

We have succeeded because of imaginative and sound ideas. But the programs which were developed did not just happen, and they did not succeed by themselves. They succeeded because of the people who put their brains and their energy to the task of improving the lives of all North Carolinians. State employees, working together, set the tempo and the tone for the role of state government in developing and implementing a sound, progressive program for North Carolina.

I believe that the people of North Carolina have the inclination and should be provided with the opportunity to express their gratitude to state employees for the continued spirit of dedication which exemplifies their work.

I have, therefore, set aside May 26 to June 1 as State Employees Week. I call for this observance in recognition of the outstanding contribution of state employees to the continuing enrichment of our state and her people.

The task of this administration is, and will continue to be, to develop fully every resource with which we have been so happily blessed. I believe that state employees will rededicate themselves to the achievement of this goal in helping make North Carolina all that we want her to be and all that she can be in the years ahead.

ON THE SHOOTING OF ROBERT F. KENNEDY

June 5, 1968

[Senator Robert F. Kennedy, a candidate for the presidential nomination of the Democratic party, was in Los Angeles when he was shot in the head after speaking to his many supporters. Governor Moore issued the following statement prior to the death of Senator Kennedy, a brother of the assassinated President John F. Kennedy.]

It is a tragic turn of events for a democracy when public figures must literally put their lives on the line when they enter the political arena. I am deeply shocked by the shooting of Senator Robert Kennedy and I offer my sympathy to him and the members of his family—all of whom already have suffered so much. My prayers are for his full and complete recovery and that this nation not be asked to undergo any more such tragic and violent happenings.

ON GUN CONTROLS

June 13, 1968

[The question of gun control legislation resulted in much discussion in all parts of the country. Governor Moore gave his opinion in response to an inquiry from the *News and Observer*.]

In view of the violence occurring around the country, it's a very opportune time to study the need for gun controls and the need for legislation, the form such legislation should take, and the beneficial results which might occur from such legislation.

ON GRANT FOR TRAFFIC SAFETY EQUIPMENT

July 19, 1968

I take great pleasure today in announcing a grant of $22,390 from the North Carolina Insurance Agents Association which will be used to purchase scientific equipment for the detection of speeders and drinking drivers on our highways.

This group of professional insurancemen has again shown its concern for public safety by continuing its support of our highway safety program.

These funds will be turned over to the Department of Motor Vehicles for use by the State Highway Patrol to purchase ten radar units and ten Breathalyzer units. The patrol now has only thirty-four radar units to operate in its forty districts (approximately three counties each), and sixty-nine Breathalyzer units throughout the state.

These radar units will be a new type which are portable and can be easily transferred from car to car. These units will cost $1,495 each.

Our chemical test program is recognized as one of the most successful in the nation. It was initiated on Labor Day, 1966, and through June of this year there have been approximately twenty-five thousand arrests for driving under the influence. Of this total fourteen thousand persons have been given chemical tests. The conviction rate for those persons tested is 90 percent, while the conviction rate for those persons not tested is approximately 70 percent. The cost of each Breathalyzer unit is $744.

This grant represents a continuing effort by these professional insurancemen to contribute to projects in the public interest, especially highway safety projects.

They are currently contributing $25,000 in support of a research project aimed at developing plans for a driver evaluation clinic. This feasibility study will eventually point the way to medical (including both physical and emotional) evaluation of all drivers. The study is being conducted by a committee of the North Carolina Medical Society headed by Dr. Jesse H. Meredith[257] of the Bowman Gray School of Medicine, Wake Forest University.

Some of you may not realize it, but it was this group of professional insurancemen who got out and beat the bushes for money to begin the high school driver training program back in 1948.

They provided nearly $7,000 to hire the first director and then encouraged the 1948 General Assembly to make driver education a part of the general operations of the Department of Public Instruction. This has been one of the most successful and rewarding highway safety programs ever initiated.

The association was also instrumental in the formation of the North Carolina Traffic Safety Council; and one of its members,

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[257] Jesse Hedgepeth Meredith (1923-), surgeon, medical college associate professor from Winston-Salem; educated, Elon College, North Carolina State, University of North Carolina, Chapel Hill; M.D., Western Reserve; affiliated with Bowman Gray School of Medicine in field of surgery since 1952. Powell, *North Carolina Lives*, 851; *Bulletin of Wake Forest University: Graduate School Including Bowman Gray School of Medicine*, LXIV (February 2, 1969), 8.

Mr. Louie E. Woodbury,[258] an insuranceman from Wilmington, is a past president of the council.

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[In concluding remarks, the governor called on Mr. Richard Brantley, executive secretary of the North Carolina Insurance Agents Association, for any comment he cared to make and for presentation of the check.]

ON SUMMER EMPLOYMENT FOR STUDENTS

September 5, 1968

[On April 26, 1968, Governor Moore announced a special employment program with a goal of finding summer jobs for 100,000 high school and college students in the state. The Governor's Council for Economic Development, participating state agencies, and representatives of business and industry worked together to develop the program. In his September 5 statement, the governor reported on the success of the program.]

The North Carolina Employment Security Commission has estimated that about 90,000 high school and college students were employed in North Carolina this summer. Although we did not reach our goal of 100,000 summer jobs, I believe the program has been an outstanding success this year and that it has a tremendous potential for growth in the future.

Certainly the thousands of young North Carolinians who had constructive jobs this summer—many for the first time—have benefited from the efforts of private business, industry, and agriculture to provide employment. Many will be able to return to school this fall because of the money earned and, in some cases, because of the new opportunities they realize are open to them.

ESC informs me that its records show 62,203 workers between sixteen and twenty-two years of age were working in practically all types of occupations this summer. The commission estimates that about 17,500 additional youths worked for smaller companies and firms, that the North Carolina Citizens Association has reported its member-companies had over 5,000 youngsters on the job, and that more than 5,000 others were working for companies and organizations not specifically reporting youth employment.

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[258] Louie E. Woodbury, Jr. (1914-), insurance executive from Wilmington; educated, New Hanover High School; president, Woodbury Insurance Agency. Governor's Executive Committee on Employment of the Handicapped File, Appointments File.

I am confident that a great number of these young men and women found meaningful work because of the wonderful cooperation by employers during the special summertime youth employment drive. The job drive, announced in May, is the biggest ever undertaken by the state. I appreciate the cooperation received from employers, business and trade associations, governmental units, and others. The program would not have been successful without their endorsement and active support.

The summer employment program this year has been a good beginning. I believe it should be continued and expanded in the years ahead. I am hopeful that it will be further developed so that many thousands more high school and college students will be able to participate in the years ahead. Students, employers, and the state of North Carolina can benefit from a continuation of this summer job campaign.

ESC reported that 48,000 young people were employed in private industry; 352 in recreation jobs; 925 in federal jobs; 5,494 in state government; 2,252 in hospitals and other medical facilities; 2,613 in city and county governments; and 20,000 in agriculture or farm-related jobs.

The report also said that of the young people hired approximately 13,000 were employed in manufacturing jobs with over 5,000 in textile plants and over 1,000 each in furniture, tobacco, and apparel jobs.

In nonmanufacturing work, over 3,600 young people were employed in wholesale and retail trade jobs and over 1,000 were hired for construction work. According to the report, every major industry in North Carolina had young workers employed during this summer.

ON PAVING OF ACCESS ROADS NEAR CORNELIA NIXON DAVIS NURSING HOME

September 5, 1968

[During 1965-1966 the State Highway Commission paved a state road on right-of-way granted to the commission by agreement from Champion McDowell Davis and from the Cornelia Nixon Davis Nursing Home, Inc. During 1968 construction was begun on another state road on right-of-way from the trustees of Champion McDowell Davis Charitable Foundation and Cornelia Nixon Davis Nursing Home, Inc. The entire length of the first road was 1,850 feet; the length of the road begun in 1968 was 1,300 feet. At the time the 1965-1966 road was paved, approximately 150 to 300 feet of private roadway on the lands of Cornelia Nixon Davis Nursing Home, Inc., were paved.

The road was authorized under a State Highway Commission policy which provided that state roads be constructed to provide access to certain types of facilities provided specified conditions were met. The proposed road was investigated by the division engineer, who made his recommendation to the Secondary Road Department in Raleigh, and he also consulted with the local highway commissioner. Upon recommendation of the engineer, the commissioner, and the secondary roads officer, the matter was placed on the agenda at a meeting of the State Highway Commission. In this case the division engineer determined that traffic would be sufficient to construct the road; the highway commissioner for that district was not appointed until July 1, 1965, and knew little about the matter. The regular procedure was followed, however, and the commission approved it on August 6, 1965.

During the time of the paving the division engineer directed the construction company to pave a portion of a private road lying on the lands of the nursing home at a cost of $240; this order was given under a commission policy providing for paving of at least fifty feet back from the edge of all paved roads on intersecting dirt roads so as to achieve a proper intersection. Later, State Highway Commission officials in Raleigh stated they were unaware of such a policy, but it appeared to be a policy in several of the divisions. Such a policy did not apply to private drives, however.

During 1968 the highway comissioner was contacted with regard to construction of a road to a pond and proposed recreation area on the land of the Champion McDowell Davis Foundation. The division engineer, the commissioner, and Mr. Davis investigated the site, and the commissioner authorized construction. Request for construction was submitted to the State Highway Commission and was approved June 7, 1968; work was begun during the latter part of June but was still incomplete during September. When question concerning the propriety of these projects was raised, the governor issued the statement below. See also the following statement of September 23, 1968.]

Serious allegations recently have been made concerning the construction of public service access roads in the vicinity of the Cornelia Nixon Davis Nursing Home near Wilmington. I asked the State Highway Commission chairman to look into the allegations as soon as they were brought to my attention.

At the chairman's suggestion, immediately upon my return from Chicago last Friday, I requested the state auditor and the state attorney general to investigate the allegations. These investigations are now under way and their findings will be made public. If state laws have been violated or if state funds have been misused, appropriate corrective action will be taken.

It should be clearly understood that I have complete confidence in the State Highway Commission and have no reason to expect that any law or commission policy has been violated or that any funds have been misused. The highway commissioners are men of ability and integrity and are serving the people of this state well.

I have refrained from commenting on the allegations until the investigations are completed and will continue to do so. Since I expect the reports soon, however, I would like to take this opportunity to comment on several of the implications and statements concerning the construction of the public service access roads in the vicinity of the nursing home. I want to make my position abundantly clear to you, and I trust that through you it will be made abundantly clear to the people of North Carolina.

1. Decisions as to location and construction of highways and roads are by law—and by my preference—the responsibility of the North Carolina State Highway Commission. No governor has the right to influence that body beyond the point of insuring that roads are built on the basis of need. I have not attempted—either directly or indirectly—to influence the commission in any manner concerning roads in the vicinity of the nursing home. I was never approached concerning either of these roads. In fact, I knew nothing of the construction of either until after their completion.

2. The Cornelia Nixon Davis Nursing Home was created by the Champion McDowell Davis Charitable Foundation. Mr. Davis is one of several contributors to the charitable foundation and to the nursing home. The foundation's nonprofit nursing home is directed by a board of outstanding citizens of the Wilmington area. The nursing home is entitled to the same consideration for public service access road funds as is received by other nonprofit hospitals, nursing homes, etc.

3. The venerable and refreshingly outspoken Champion McDowell Davis has contributed much to the advancement of North Carolina. I admire him as an individual and consider him my friend. This, however, does not entitle him to preferential treatment or consideration as to any state service.

4. The naming of a public service access road in the vicinity of the nursing home for my wife was done without the knowledge or approval of me or my wife. I knew nothing of the naming of the road until the marker was unveiled. While I appreciate the sentiment it expresses, I would have preferred that nothing be named for me or my family.

5. To the best of my knowledge state roads in the vicinity of the nursing home were planned, approved, and constructed according to the prescribed procedures and policies of the State Highway Commission and its professional staff—as is the case with all state roads. The roads in question are now being investigated by the attorney general and state auditor, however, and their findings will be made public. To comment on any specifics at this time would be improper and premature.

ON PAVING OF ACCESS ROADS NEAR CORNELIA NIXON DAVIS NURSING HOME

September 23, 1968

[Following criticism of the State Highway Commission in paving access roads at the Cornelia Nixon Davis Nursing Home, the governor called for investigations by the attorney general and the state auditor. Upon receipt of their reports, Governor Moore issued the statement below. See also the preceding statement of September 5, 1968.]

The report of the auditor was received on September 18 and the report of the attorney general was received at 1:00 P.M. today.

In his report, the auditor stated that from the examination of official records:

> ...I am unable to find wherein there has been any violation of State law. Also, the records indicate that the action of the State Highway Commission was in accord with existing policies of long standing.

In his report, the attorney general stated:

> It is to be noted that, under existing policies of the State Highway Commission, the recommendation of highway projects such as those under investigation is vested in the discretion of the Division Engineer and/or the Highway Commissioner. In these instances, this discretion was exercised by Mr. DuPre[259] and Mr. Murphey[260] [*sic*]. The established policies and procedures of the Highway Commission were followed throughout. Both Mr. Murphey [*sic*] and Mr. DuPre have repeatedly stated that no pressure was brought to bear by anyone for approval of these projects. No evidence either of undue pressure or influence or the presence of private gain was discovered in the course of the investigation.

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[259] Paul J. DuPre, division engineer for the State Highway Commission's Third Division.

[260] Ashley Monroe Murphy (1909-), farmer and insurance dealer from Atkinson; A.B., LL.B., Emory; World War II veteran; state representative, 1953-1965. *North Carolina Manual, 1965*, 603.

> Based upon the investigation hereinabove summarized, the Attorney General is of the opinion that there was no violation of the criminal laws of the State of North Carolina in the selection, recommendation and approval of those highway projects designated Work Order No. 6.901121 and Work Order No. 6.252075, New Hanover County.

Based on the reports which I have received from the state auditor and attorney general with respect to the highway projects designated Work Order No. 6.901121, the so-called Jeanelle Moore Boulevard, and Work Order No. 6.252075, the so-called Pond Road, in my opinion there is no need for further investigation or action.

With respect to the additional paving of a road connecting with S.R. No. 1400 at the northeast corner of the nursing home facility authorized by Mr. Paul J. DuPre, third division engineer, and according to Mr. DuPre costing $240, the attorney general concluded:

> As has been noted, the paving of a portion of a private drive lying on the property of Cornelia Nixon Davis Home, Inc., for which Mr. Paul J. DuPre, Third Division Engineer, takes full responsibility, is a violation of the policy of the State Highway Commission. By reason of presently insufficient knowledge of the surrounding circumstances, I have ordered additional investigation to ascertain whether the paving of the private drive was a violation of the laws of North Carolina.

I approve of this additional investigation by the attorney general.

ON POLITICAL FUND-RAISING DINNER

October 7, 1968

[The Republican candidate for governor charged Governor Moore with staging fund-raising dinners for the Democratic candidate for governor. The following statement was issued in response to a request from the *News and Observer* for comment on the charges.]

During my term of office, I have had over fifty-two thousand people as guests at the Executive Mansion, and I have discussed the development of North Carolina with these people. At these meetings, I have never asked for any contributions for any political candidates from these guests.

ON GIFTS TO GOVERNOR AND MRS. MOORE

November 29, 1968

To the several thousand people who contributed to the purchase of an automobile for us and a silver service for Mrs. Moore, we would like to express our deep appreciation.

The gifts came as a pleasant and complete suprise to us, and they made the day a Thanksgiving day we shall always remember.

ON COST TO STATE OF STOKELY CARMICHAEL VISIT

December 16, 1968

During the past few days, several inquiries have been directed to me with regard to appearances of Stokely Carmichael[261] on the Charlotte and Chapel Hill campuses of the University of North Carolina and the campus of A.-and T. State University at Greensboro. These inquiries had to do with the question of whether any state funds might have been involved in the payment of travel expense, lodging expense, or honoraria to this speaker.

When the news media carried reports of such inquiries, President William Friday of the Consolidated University of North Carolina and President L. C. Dowdy of A. and T. State University called my office, while I was absent, to report on this matter. President Friday, speaking of the Charlotte and Chapel Hill appearances, and President Dowdy, speaking of the Greensboro appearance, gave assurance that no state funds were used for any such payments.

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[261] Stokely Carmichael (1942-), radical civil rights leader, native of Trinidad; automatically became United States citizen when his parents were naturalized; graduate of Howard University; popularized slogan "Black Power"; member, Student Nonviolent Coordinating Committee, 1960-1967, and chairman, 1966-1967; former member and prime minister of Black Panther party. *Britannica Book of the Year, 1968* (Chicago: Encyclopaedia Britannica, Inc., William Benton, Publisher, 1968), 141; *Facts on File*, XXVII (April 27-May 3, 1967), 141; Harry A. Ploski and Roscoe C. Brown, Jr., *The Negro Almanac* (New York: Bellwether Publishing Co., Inc., 1967), 180; *News and Observer*, July 4, 1969.

ON THE REPORT OF THE ZOOLOGICAL GARDEN STUDY COMMISSION

December 20, 1968

I have met today with the Zoological Garden Study Commission and received its report on a study of the feasibility of establishing a zoological garden in North Carolina. This study was undertaken in accordance with the provisions of a joint resolution of the 1967 General Assembly. The commission consists of nine members, three appointed by the governor, three by the lieutenant governor and three by the speaker of the House of Representatives.

The commission's intensive study was conducted over a period of seventeen months. I want to express appreciation to Chairman Norwood W. Pope[262] and the other members of the commission for the diligent manner in which they carried out their assignment and to thank them, on behalf of the citizens of North Carolina, for performing a splendid public service.

The commission emphasizes that a zoo would mean many varied benefits and opportunities for all our people. I commend this report to the attention of the incoming administration and the 1969 General Assembly. I hope that careful consideration will be given to the findings and recommendations it contains.

One more word of thanks is due. No state funds were allocated or requested for this study. The financing was provided by the Raleigh Jaycee Zoological Foundation, Inc. To the members of this organization, I express thanks and appreciation.

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[262] Norwood W. Pope (1932-   ), from Raleigh; A.B., Wake Forest; with public relations firm in New York before joining R. J. Reynolds Tobacco Co. as assistant to advertising director; joined First-Citizens Bank in 1959, becoming vice-president, communications department; active civic leader. *News and Observer*, May 26, 1968.

ARTICLES

"FROM THE GOVERNOR'S PEN"

[Each issue of *Planning for Progress*, a quarterly published by the State Planning Task Force, contained a brief article by Governor Moore. Under the title, "From the Governor's Pen," various topics of current interest were discussed. The eight articles which appeared during the Moore administration are included here.]

VOL. 1, NO. 1 OCTOBER, NOVEMBER, DECEMBER, 1966

We are at a very crucial stage in the economic development of North Carolina. The need for planning and concentrated development efforts extends to every segment of our economy and to every community in our state. There is not one key that will open the door of economic opportunity for all of our people. Recognition of the scope of needs and the necessity for a balanced approach to development is the foundation of the total development program that we have launched.

Tremendous progress has been made in the state over the past few years. There is a danger, however, that in reflecting on this progress, we might overlook some cold, hard economic facts regarding the situation facing our people. Per capita income in 1954 for the United States was $1,771. In North Carolina, per capita income was $1,216—a difference of $555. Per capita income in the United States in 1965 was $2,724 as compared to $2,028 for North Carolina. The gap had widened during this period to $696. We moved backward one notch in our relative standing among the states in per capita income from forty-third to forty-fourth.

We intend to continue to improve the economic and social conditions of all our people. We recognize that we must move forward at a more rapid pace in order to compete with other states and narrow the income gap between the people in North Carolina and the rest of the nation. We have already laid the foundation for the progress that must be achieved.

I have established the State Planning Task Force to spearhead and coordinate the overall planning and development effort in the state. We are in the process of formulating additional organizational units that, when combined with existing structures, will provide the basis for a statewide planning and development effort. In the West, we have the twelve-state Appalachian Regional Commission which includes twenty-nine North Carolina counties. The Geographic Piedmont, which involves thirty-five counties, has also been established as a region.

It includes the Piedmont Crescent. I have been assured that a proposal presented to the Office of Regional Economic Development to establish a Coastal Plains Regional Action Commission in cooperation with South Carolina and Georgia is being favorably considered. Every county in the state will fall within the confines of one or more of these regions.

We are also making progress toward the establishment of multicounty development districts within the broader regional organizations. All of these new organizations will work closely with existing units to assist every community in the state to develop to its maximum potential.

It is my sincere desire that as we plan and work toward progress across the entire state of North Carolina, we shall receive the full cooperation of every public and private agency making contributions toward total development. Let me remind you again that total development depends on you.

VOL. 1, NO. 2 JANUARY, FEBRUARY, MARCH, 1967

The 1967 General Assembly is in session now in Raleigh. I have been before it on two occasions to present a program designed to move North Carolina closer to the goal of total development. My program is ambitious, but it is necessary. It calls for sizable increases in state services to the people and for a record budget of more than $2.7 billion.

The guide in the preparation of my program was: How can the state better help North Carolinians better help themselves? To find the answers, I talked with many people over a long period of time; I worked with the Advisory Budget Commission, and I visited various state facilities. I studied the needs of our people and sought the means of meeting these needs by the wise utilization of our resources.

Education is our biggest area of need. It offers the greatest opportunities for all people. For this reason, I asked the General Assembly to provide record appropriations for all phases of public education. I asked that the expenditures for public schools be increased by nearly 20 percent and higher education by 39.5 percent. I recommended that more than 70 percent of every General Fund tax dollar go into public education.

Natural resources are becoming more important all the time. They must be protected and wisely utilized as we seek better to serve our growing population. I asked the General Assembly to protect these resources. I proposed that the Board of Water Resources and the State Stream Sanitation Committee be consolidated and that the new board be given the added responsibility of air pollution abatement.

Continued industrial development is essential if we are to provide better service for our people in the future. For this reason, I asked the General Assembly to study the feasibility of industrial aid bonds. While I personally oppose the use of such bonds, I realize that most other states permit their use. I continue to be opposed to increasing the interest rate. In view of the serious economic effects of tight money, however, the entire current credit situation should be examined. If adjustment should be needed in certain instances, such as home financing, I feel the General Assembly should not change the 6 percent maximum legal interest rate, but rather, adopt appropriate measures to alleviate the problem areas.

The Tax Study Commission, the League of Municipalities, and the Association of County Commissioners have recommended a local option 1 percent sales tax, which is working well in other states. In view of growing local needs, I endorsed the recommendation of these groups for such a tax.

North Carolina has moved forward in the last two years, but our pace must be accelerated. My total development program is designed with that thought in mind. It will provide greater opportunities for all and make North Carolina a better home for its five million citizens.

VOL. 1, NO. 3 APRIL, MAY, JUNE, 1967

In the years ahead, advertisements of this type will be seen more and more frequently in North Carolina:

> Wanted: Young men and women for responsible, well-paying jobs with local company, high school education, preferably with technical and vocational training, is essential.

The Employment Security Commission of North Carolina conducted a survey in the spring of 1966 to find an indication of employment opportunities in the years ahead. Of the 108 occupations surveyed, the commission found job opportunities were expected to increase by nearly 39 percent between 1966 and

1970. No attempt was made to estimate the replacement needs of industries.

In March of 1966, 186,800 workers were collectively employed in the nonmanufacturing industries surveyed. Nearly 76,700 jobs were expected to be added by 1970 with the majority of the increase in the construction industry. Employment in the manufacturing industries surveyed totaled more than 568,000 in March of 1966. A need for more than 216,000 additional workers was estimated by the spring of 1970.

In other words, by 1970 there were expected to be nearly 300,000 new job opportunities in the 2,800 firms surveyed. Those firms accounted for only 63 percent of the statewide employment in their respective fields. The occupations which showed the greatest need for training included carpenters, electricians, metal workers, bricklayers, mechanics, welders, plumbers, and linemen.

The Employment Security Commission's study concluded that the demand for trained workers in most of the occupations surveyed will continue to increase. Planned and ongoing training by employers will fall far short of meeting the need for trained workers. The study's final conclusion stated, "Vocational training and other programs should be expanded in an effort to provide North Carolina's growing labor force with the skills needed to meet the expanding industrial requirements."

North Carolina has a good vocational program in many of its public schools and in the community college system. The teachers and instructors know the value of their instruction to the young men and women with whom they work. Unfortunately, too many of our young people are not aware of the many opportunities which these courses can provide for them.

I hope you will take the time and make the effort to become aware of the important work being done in the area of vocational training in your community. I also hope that you will encourage more young people to consider vocational courses. This is particularly important to students who have no desire to go on to college or to pursue strictly academic studies. There are many, as you know, who choose to work with their hands as well as with their minds.

VOL. 1, NO. 4 JULY, AUGUST, SEPTEMBER, 1967

What is there to hold us back?

The opportunity for progress is present for all. The 1967 General Assembly has provided North Carolinians with the tools necessary to continue and strengthen our efforts toward the total development of the state's abundant resources. No more must we dwell alone on the need for greater opportunity. Now the major need is to stimulate individual ambition and initiative.

As I have emphasized, education is the key. Now our educational programs are stronger than ever before. Sound educational opportunity is available to virtually every North Carolinian who is willing to work and take advantage of it. Programs in the public schools and in the state's institutions of higher learning are being improved.

The strengthening of our community college program is of tremendous significance to the individual who wants to improve his standard of living. At my request, there was a 68 percent increase in appropriations for community colleges during the present biennium. Six new extension units will be opened, Wayne Technical Institute will become a community college, and extension units in Craven and Beaufort counties will become technical institutes.

The organizational meeting of the Coastal Plains Regional Commission was held at the Executive Mansion in Raleigh on July 29, 1967. Governor Moore is shown here with Governors Maddox of Georgia and McNair of South Carolina. (Photograph from Dan K. Moore Photograph Album, courtesy of Governor Moore.)

As a result of this development, 85 percent of our high school graduates will be within commuting distance of one of the system's forty centers. Many more—but, unfortunately, not all who should—will take advantage of the opportunity to learn everything from reading and writing to highly technical skills. There is room in the centers for many more of our young people. I hope thousands of them will take full advantage of this opportunity.

But, are good jobs really available? The answer is a very definite YES, if the person is qualified. There are companies operating today in North Carolina which are looking for skilled and trained people. They pay good wages, offer job security, and provide for a bright future. The graduates of technical courses are highly sought by industry.

This opportunity for employment of the skilled and trained is growing. Last year saw a record established for industrial development in this state. It appeared it would be impossible to top it because of the slowdown in the nation's economy. Yet, the Department of Conservation and Development reports continuing rapid industrial growth. A total investment of nearly $314 million was announced in the first six months of this year.

This type of development is important to the job seeker, as well as to the state. The breakdown, by categories, of our capital investment was particularly impressive to me. Machinery, excluding electrical machinery, led the list in amount of investment. Other categories with substantial investment included textiles, electrical machinery, fabricated metals, etc. This is sound diversified development.

The General Assembly provided well for continued development of our industrial and agricultural economies. Of particular importance was an appropriation to assist in the construction of local airports and the approval of the use of tax-exempt industrial aid bonds. Provisions were made for increasing the research activities in agriculture to improve our products and their marketability.

Our efforts to develop strong regional programs are continuing. Just recently I met in Raleigh with the governors of South Carolina and Georgia to complete plans for the Coastal Plains Regional Commission. It was a most successful meeting, and it will lead to the planning of a comprehensive program of development in the Coastal Plain region.

Yes, we are making progress in many areas throughout North Carolina. The 1967 General Assembly has helped us tremendously. As governor, I intend to utilize every means provided by the assembly to continue our efforts at total development of our resources and particularly our human resources. The opportunity is present for all; but to attain the success we desire, all our people must be ambitious, show initiative, and work together.

VOL. 2, NO. 1 OCTOBER, NOVEMBER, DECEMBER, 1967

Almost three years have passed since I became governor of this great state. In looking back to the beginning of my administration, I recall the confidence I had in the ability of our people and my faith in the growth potential of the economy. On this basis, we proposed an ambitious program of total development to take advantage of our opportunities.

Industrial development was, of course, a key to increasing the prosperity of our people. The Department of Conservation and Development was doing a good job in bringing new and expanded industries into the state. However, I felt that a closer, more effective relationship between Conservation and Development and all communities and counties would be beneficial.

For this reason, I gave careful study to ways and means of locating trained staff people of C&D's Commerce and Industry Division across the state so they could better assist in the economic development of each county. We decided to establish a series of regional Commerce and Industry offices to serve existing industry and to provide assistance to communities in preparing for industrial growth.

Regional offices were opened in Sylva, Salisbury, Lumberton, Raleigh, and Washington. They were staffed with professional people who visited the communities throughout their region. They got to know the people and helped make inventories of potential for industrial development. This information was sent to Raleigh for the ready use of the state's industry hunters.

These regional offices have contributed substantially to the tremendous development taking place throughout our state. In the less than two years in which these offices have been operating, the regional representatives have worked with firms within their areas in establishing some twenty new plants with projected employment exceeding twenty-five hundred. In addition, they have assisted out-of-state firms in finding suitable locations within North Carolina.

The role of these regional offices will be of increasing importance in the years ahead. I feel that every community in the state that has development ambitions should work closely with the personnel in these offices. They can be of tremendous assistance, not only in helping find the right kind of industry for your community, but also in helping you prepare for that new firm.

If you have questions concerning the operations of the regional offices, I hope you will contact me in Raleigh or contact one of the regional representatives. These representatives are Bob Goforth in Sylva, Dan Mackey in Salisbury, George Gold in Lumberton, Grey Poole in Raleigh, and Laverne Taylor in Washington. Contact the representative closest to you. I am sure he will be of every assistance possible.

North Carolina is today in a period of sound and rapid development. Already in 1967, over $434 million has been invested in new and expanded industry in our state. The record pace of the previous two years is continuing, and I believe it will for some time to come. We are fortunate in North Carolina for we have many things going for us: good people, training, climate, sites, transportation, and so on.

However, we cannot afford to leave any stone unturned. We must continually seek improvement. We are doing this in state government, and we are pleased that so many communities are doing the same thing. Our total development is a success, not only because of the effort being made by the state, but especially because of the effort being made in so many communities and counties.

VOL. 2, NO. 2 JANUARY, FEBRUARY, MARCH, 1968

The State Planning Task Force has become a division of the North Carolina Department of Administration. When I made this announcement at a statewide Conference on Economic Development in Raleigh, it received little reaction. Many of the industrial leaders present probably thought the Task Force was already a division of some state agency. I wouldn't be surprised if there were not those present who greeted the announcement with a feeling of "so what"?

Both attitudes are a reflection of the effective yet quiet manner in which the Task Force has fulfilled its responsibilities since its inception less than three years ago. By governmental standards, it is a relatively small agency. Many of its staff people spend most of their time in the field working with local leaders on a variety of programs. The success of the Task Force is evident in the greater utilization of the various governmental programs at the grass-roots level.

The Task Force concept was developed as an attempt to reassert state initiative and leadership in the growing variety of federal governmental programs applicable to the people of North Carolina. There had been much talk about the infringement on states' rights by the federal establishment. But little had been done to maintain an equal partnership with Washington in the development and administration of programs. The Task Force approach was an attempt to help regain equal partnership status for North Carolina.

The thirty-four state departments and agencies which work with various federal programs each designated a representative to serve on an advisory committee. The agency was attached to the Department of Administration and the governor, and a small staff of qualified persons was hired.

Members of the Task Force have worked closely in regional planning and development. They have been instrumental in the success of the Appalachian Regional Development program. The program has utilized local, state, and federal resources to spur development in twenty-nine counties in the mountain region of our state. Because of the efforts of the Task Force, I believe North Carolina has benefited more from the program than have most of the other Appalachian states.

The Appalachian program is also the prototype for the Coastal Plains Regional Development program now being planned in the eastern counties. Task Force staff members are already at work developing a positive program to provide for additional development of resources. The Task Force has provided technical assistance to twenty-four eastern counties in planning district development programs, authorized by the Public Works and Economic Development Act of 1965, and works very closely with the North Carolina coordinator for the Economic Development Administration.

Emphasis has been given to multicounty coordination at both the technical and policy levels. Other Task Force programs have been concerned with providing housing for low and middle income families and urban development. Recreation planning and oceanography are other areas of Task Force concern.

The State Planning Task Force has proven its value in many ways in these last few years. It is an effective means of utilizing state initiative and abilities in planning and in seeking solutions to problems in North Carolina. I think it will be of increasing importance to the state in the years ahead. Certainly, it has earned division status within the Department of Administration as well as the appreciation of all who know of the work of the State Planning Task Force.

VOL. 2, NO. 3 SUMMER, 1968

I have been most interested in recent weeks in the varied commentaries on the times in which we live. I have been depressed on occasion by the negative approach taken by some, by the defeatism so readily accepted by others, by the shying away from real issues for something less troublesome and more readily adaptable to generalities. There are those who preach that this nation is on the same road to ruin that Rome followed centuries ago.

Frankly, this talk has caused me to take stock and to question just where this state and this nation are today and where they are going. I do not believe that the cause for democracy, for free enterprise, for individual rights is dead or even sick. In spite of the words of woe and the problems which evolve, I am of the opinion that the basic ingredients which have made this nation great and meaningful remain in abundant supply and are undiluted.

I am not saying, of course, that North Carolina and the United States do not have problems. Indeed we do. But we have always had problems. The encouraging factor today is that for the first time in history this state and this nation as a whole are moving to the brighter side of the tracks. The opportunities, the joys, and the frustrations so well remembered in individual lives are much in evidence now in the nation's progression.

The key factor is how we—the people—respond to the challenges and react to the alarmists. If we fail to separate the two, then the task will be more difficult; but, even so, not impossible. Yet, if we will only group those who decry every less than perfect situation as a bad omen from those problems which can be solved by positive action, then sound progress will continue. But it is essential that proper attention be given to the real problems and not to the mirages of limited imaginations.

My administration has sought to improve the means of accomplishing this in state government and in the state's working relationship with private enterprise. We have found several factors which, I feel, may be beneficial to individuals and to organizations. These include, first of all. knowing your capabilities and limitations, how fully to utilize available resources, and the proportions of the problem to be confronted. Communication is essential.

The most important factor in this process, however, is willingness. For anything worthwhile to be accomplished, there first must be an individual willing to act. He must be willing to recognize a problem, and he must be willing to view it in its changing perspective. There must also be a willingness to accept responsibility, to recognize the limitations of government, to utilize initiative, energy, and ability of all who can contribute something positive. This is the way this country was built, and it is the way it will continue to develop.

Today we have the greatest nation in history. Even so, we are not satisfied. There is still much room for progress, inequalities to be removed, and opportunities to be expanded. Even as competing individuals have utilized the freedoms of our democracy to build for today so, too, will they bring about improvements for tomorrow. The willingness of which I spoke is in evidence here in North Carolina and throughout the United States, and it is growing. And with it the nation is becoming stronger with more meaning for all citizens.

VOL. 2, NO. 4 FALL, 1968

State government has become big business in North Carolina. The annual payroll for state government, including the public schools and the faculty of the colleges and universities, is well over $500 million. State government is the largest employer in North Carolina. For the taxpayer to be sure of getting a full dollar's worth of service for every tax dollar spent, it is essential that state government be operated on a sound businesslike basis.

This has been one of the goals of my administration. One important aspect of the overall program is the development of future state administrators. Toward this end, I requested the 1967 General Assembly to provide $50,000 for a management development and training program. The program was approved, and under the auspices of the State Personnel Board it is being developed.

The objectives of this management development program are:

To accelerate the development and training of key personnel to insure adequate managerial, professional, and technical personnel for rapidly expanding demands of state government services.

To lay a sound basis for hiring new people at inexperienced levels and giving them maximum opportunities for promotion and advancement within state government.

To provide, through training, improved efficiency, creativity, and productivity to enable the state to pay the increased cost of higher salaries.

To develop greater managerial competence in organizing, planning, and forecasting manpower needs, and in providing leadership so that budgeting and fiscal control of departmental operations can be made as sound as possible.

The State Personnel Board selected one of its own members, Dr. Lester Zerfoss, to make recommendations for the implementation of these objectives. Dr. Zerfoss is management consultant at the American Enka Corporation and research professor of developmental psychology at Asheville-Biltmore College. A program was outlined along these three levels: top management, departmental supervisors, and subordinates who would benefit from additional training programs.

In December of 1967, I held a series of conferences for agency and institution heads. The development of state managers was one of the areas discussed. Seven agencies were invited to inaugurate the development program and the directors of these agencies became a management review committee responsible for guiding and determining the future course of the program. These agencies included the State Highway Commission; the Departments of Revenue, Correction, Administration, and Conservation and Development; and the State Board of Health.

These agencies selected ninety-one supervisors for a pilot program of management training. In early August these supervisors participated in one of the two five-day meetings held in Asheville. Management experts from several states spoke to the groups on such topics as "making the most of your human resources." The training sessions were designed to give the state employees a complete learning experience. Now they are back at work and are putting these management techniques to use in their respective positions.

I think we are making sound progress through the management development program. Even now the development staff of the State Personnel Department is planning additional seminars which will involve other agencies and institutions. We are looking forward to the future for we are now confident that it will find state government in North Carolina is run on an even more businesslike, professional basis. The taxpayers will be the beneficiaries.

APPOINTMENTS

APPOINTMENTS

This list includes only the appointments made by Governor Moore during the years of his administration, 1965-1969. It does not contain all the persons who served on the various boards, commissions, and other appointive agencies during this period. Members of major boards and commissions are listed in the *North Carolina Manual, 1965* (pp. 313-379) and *North Carolina Manual, 1967* (pp. 333-405), issued by the secretary of state.

An asterisk by a name indicates that the person was appointed and reappointed by Governor Moore. A dagger indicates appointment during a previous administration and reappointment by Governor Moore.

COUNCIL OF STATE

Editor's Note: Although the members of the Council of State are elected and are not appointed, it is appropriate that those who served in the major positions in the Moore administration be included here.

Governor: Dan K. Moore

Lieutenant Governor: Robert W. Scott

Secretary of State: Thad Eure

State Auditor: Henry Lee Bridges

State Treasurer: Edwin Maurice Gill

Superintendent of Public Instruction: Charles Fisher Carroll

Attorney General: Thomas Wade Bruton

Commissioner of Agriculture: James A. Graham

Commissioner of Labor: Frank Crane

Commissioner of Insurance: Edwin Sidney Lanier

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
ADMINISTRATIVE ASSISTANTS TO GOVERNOR[1]			
PRESS SECRETARY			
Tom Walker	Raleigh	1-8-65	Pleasure of the governor
Jerry Elliott[1a]	Raleigh	10-8-65	Pleasure of the governor
ASSISTANT TO THE GOVERNOR			
Wayne Corpening	Winston-Salem	1-8-65	Pleasure of the governor
Charles Dunn[1b]	Raleigh	1-23-67	Pleasure of the governor
ADMINISTRATIVE ASSISTANT			
Charles Dunn	Raleigh	1-8-65	Pleasure of the governor
Tom Walker[1c]	Raleigh	1-23-67	Pleasure of the governor
LEGAL ASSISTANT			
I. T. Valentine, Jr.	Nashville	1-8-65	Pleasure of the governor
George R. Ragsdale[1d]	Raleigh	7-4-65	Pleasure of the governor
RESEARCH ASSISTANT			
William S. Johnson, Jr.	Raleigh	1-8-65	Pleasure of the governor
Edward R. Sharpe[1e]	Raleigh	7-4-65	Pleasure of the governor
Tom Walker[1f]	Raleigh	10-8-65	Pleasure of the governor
LEGISLATIVE COUNSEL			
Joseph Branch	Enfield	For 1965 legislature	Pleasure of the governor
I. T. Valentine, Jr.	Nashville	For 1967 legislature	Pleasure of the governor
ADMINISTRATIVE OFFICERS			
THE DEPARTMENT OF ADMINISTRATION[2]			
Edward L. Rankin, Jr., *director*	Raleigh	1-7-65	Pleasure of the governor
Wayne A. Corpening, *director*[2a]	Winston-Salem	9-29-67	Pleasure of the governor
STATE BUDGET OFFICER			
G. Andrew Jones, Jr.[2b]	Raleigh	7-1-63	Will of the director and approval of the governor

	STATE PROPERTY OFFICER		
Frank B. Turner[2b]	Raleigh	1-9-61	Will of the director and approval of the governor
	DIRECTOR OF GENERAL SERVICES		
George B. Cherry[2b]	Raleigh	1-9-61	Will of the director and approval of the governor
Lawrence Watts[2c]	Raleigh	7-1-67	Will of the director and approval of the governor
	STATE PURCHASING OFFICER		
Easton Y. Brickhouse[2d]	Creswell	3-18-66	Will of the director and approval of the governor
	STATE DISBURSING OFFICER		
George S. Lambert[2e]	Raleigh	12-31-67	Will of the director and approval of the governor
	ASSISTANT TO DIRECTOR OF ADMINISTRATION		
Robert L. Gatling[2f]	Raleigh	4-1-65	Will of the director and approval of the governor
	ASSISTANT STATE BUDGET OFFICER		
George R. Ragsdale[2g]	Raleigh	5-1-65	Will of the director and approval of the governor

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[1] The governor appoints administrative assistants as needed to serve at his pleasure.

[1a] Succeeded Tom Walker.

[1b] Succeeded Wayne Corpening.

[1c] Succeeded Charles Dunn.

[1d] Succeeded I. T. Valentine, Jr.

[1e] Succeeded William S. Johnson, Jr.

[1f] Succeeded Edward R. Sharpe.

[2] The director of the department is appointed by the governor and serves at his pleasure. Other division heads are appointed by the director with the approval of the governor and are removable at the will of the director with the approval of the governor. *General Statutes of North Carolina*, 143-337, 143-338, 143-339, hereinafter cited as *G. S.*; *Session Laws of North Carolina, 1957*, c. 269, s. 1, hereinafter cited as *S. L.*, with appropriate date.

[2a] Succeeded Edward L. Rankin, Jr., resigned.

[2b] Appointed by a previous governor but continued to serve in Moore administration.

[2c] Succeeded George B. Cherry, retired.

[2d] Succeeded John T. Henley, resigned 2-1-65; interim acting officer was Willis Holding, Jr., assistant state purchasing officer, who declined offer of position as state purchasing officer.

[2e] Succeeded Glenn H. Brooks, retired.

[2f] Succeeded Manly Eubank, resigned.

[2g] Appointed to this position but did not function as such; served as legal assistant in Governor's Office.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Frank Justice[2h]	Raleigh	7-1-65	Will of the director and approval of the governor

GENERAL ASSEMBLY[3]

SENATE

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
D. F. McGougan, Jr.[3a]	Tabor City	8-19-65	End, 1965 General Assembly

HOUSE OF REPRESENTATIVES

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
W. J. P. Earnhardt, Jr.[3b]	Edenton	1-28-65	End, 1965 General Assembly
Archie Burrus[3c]	Manteo	8-9-65	End, 1965 General Assembly
Charles C. Sutton[3d]	Franklin	11-11-65	End, 1965 General Assembly
Reuben L. Moore[3e]	Atkinson	11-15-65	End, 1967 General Assembly
Robert L. Campbell[3f]	Rowland	9-5-67	End, 1967 General Assembly
Earl H. Tate	Lenoir	9-27-67	End, 1967 General Assembly

JUDICIAL OFFICIALS

JUSTICES OF THE SUPREME COURT OF NORTH CAROLINA[4]

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
R. Hunt Parker, *chief justice*[4a]	Roanoke Rapids	1-20-66	Next general election
J. William Pless, Jr.[4b]	Marion	1-20-66	Next general election
I. Beverly Lake[4c]	Raleigh	8-25-65	Next general election
Joseph Branch[4d]	Enfield	7-21-66	Next general election
J. Frank Huskins[4e]	Raleigh	2-5-68	Next general election

EMERGENCY JUSTICES OF THE SUPREME COURT OF NORTH CAROLINA[5]

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
William B. Rodman, Jr.	Washington	8-24-65	Life
J. William Pless, Jr.[5a]	Raleigh	2-3-68	Life
Emery Byrd Denny	Raleigh	2-5-66	Life

JUDGES, COURT OF APPEALS[6]

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Raymond B. Mallard	Tabor City	7-1-67	Next general election
James C. Farthing	Lenoir	7-1-67	Next general election
Hugh B. Campbell	Charlotte	7-1-67	Next general election
David Maxwell Britt	Fairmont	7-1-67	Next general election
Walter E. Brock	Wadesboro	7-1-67	Next general election

Naomi E. Morris	Wilson	7-1-67	Next general election
Francis Marion Parker[6a]	Asheville	12-23-67	Next general election

JUDGES, SUPERIOR COURT[7]

Guy L. Houk[7a]	Franklin	2-10-65	Next general election
William E. Anglin[7b]	Burnsville	7-1-65	Next general election
B. T. Falls, Jr.	Shelby	7-1-65	Next general election
Harvey A. Lupton	Winston-Salem	7-1-65	Next general election
James H. Pou Bailey	Raleigh	7-9-65	Next general election
Walter W. Cohoon[7c]	Elizabeth City	12-1-65	Next general election
Jonathan Williams Jackson[7d]	Hendersonville	2-5-66	Next general election
Thad D. Bryson[7e]	Bryson City	9-28-66	Next general election
Frederick Henderson Hasty[7f]	Charlotte	7-1-67	Next general election
Edward B. Clark[7g]	Elizabethtown	7-1-67	Next general election

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[2h] Succeeded George R. Ragsdale, transferred to Governor's Office.

[3] The governor follows the recommendation of the county executive committee of the political party to which the vacating legislator belongs in appointing a successor. *Constitution of North Carolina*, Art. II, s. 13; *G. S.* 163-6.

[3a] Succeeded Carl W. Meares.

[3b] Succeeded B. Warner Evans, resigned.

[3c] Succeeded Moncie L. Daniels, Jr., resigned.

[3d] Succeeded Walter G. Zickgraf, resigned.

[3e] Succeeded Ashley M. Murphy, resigned.

[3f] Succeeded David M. Britt, resigned to accept appointment to the court of appeals.

[4] The supreme court is composed of six justices and one chief justice elected by the people for terms of eight years each. Vacancies are filled by appointment of the governor, and justices thus appointed serve until the next general election. *Constitution of North Carolina*, Art IV, ss. 6, 17; *G. S.* 7-48; *S. L.*, *1961*, c. 313, s.1.

[4a] Succeeded Emery B. Denny, retired.

[4b] Succeeded R. Hunt Parker as associate justice.

[4c] Succeeded William B. Rodman, Jr., who resigned to become emergency justice of the supreme court.

[4d] Succeeded Clifton L. Moore, deceased.

[4e] Succeeded J. William Pless, Jr., retired, who became emergency justice of the supreme court.

[5] Serve for life upon retirement from the Supreme Court of North Carolina and upon commission by the governor. *G. S.* 7-39.7; *S. L. 1955*, c. 90, s. 7.

[5a] Succeeded J. Wallace Winborne, deceased.

[6] *S. L.*, *1967*, c. 108, established the intermediate court of appeals. Though the terms would normally expire on December 31, 1974, the initial appointments were made until the next general election only.

[6a] Succeeded James C. Farthing, deceased.

[7] Judges of the superior courts are elected for terms of eight years beginning in January following the general election. Vacancies are filled by appointment of the governor to serve until the next general election unless the term expires on December 31 or January 1, as stated in election laws, following that election, in which case the governor appoints for a full unexpired term. *Constitution of North Carolina*, Art. IV, s. 17; *G. S.* 7-41; *S. L.*, *1955*, c. 129; *S. L.*, *1961*, c. 730, s. 5; *S. L.*, *1967*, c. 997, permits additional appointments in specified districts.

[7a] Succeeded George B. Patton, retired.

[7b] Succeeded J. Frank Huskins, resigned to become administrator of district court system.

[7c] Succeeded Chester R. Morris, retired to become emergency judge.

[7d] Succeeded J. Will Pless, Jr., appointed to supreme court.

[7e] Succeeded Guy L. Houk, resigned.

[7f] Succeeded Hugh B. Campbell, appointed to court of appeals.

[7g] Succeeded Raymond B. Mallard, appointed to court of appeals.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Sam J. Ervin III[7h]	Morganton	7-1-67	Next general election
Harry C. Martin[7i]	Asheville	7-1-67	Next general election
Frank W. Snepp, Jr.[7i]	Charlotte	7-1-67	Next general election
James G. Exum, Jr.[7i]	Greensboro	7-1-67	Next general election
Thomas W. Seay, Jr.[7i]	Salisbury	7-1-67	Next general election
Coy E. Brewer[7i]	Fayetteville	7-1-67	Next general election
Robert A. Collier, Jr.[7j]	Morganton	2-14-68	Next general election
William T. Grist[7k]	Charlotte	2-27-68	Next general election

Special Judges, Superior Court[8]

Frederick Henderson Hasty[8a]	Charlotte	1-1-66	6-30-67
Lacy H. Thornburg[8b]	Sylva	7-1-67	6-30-71
Fate J. Beal[8c]	Lenoir	7-1-67	6-30-71
Robert M. Martin[8d]	High Point	7-1-67	6-30-71
James William Copeland†	Murfreesboro	7-1-67	6-30-71
Hubert E. May†	Nashville	7-1-67	6-30-71
James C. Bowman[8e]	Southport	7-1-67	6-30-71
A. Pilston Godwin, Jr.[8f]	Raleigh	10-7-67 (effective 10-15-67)	6-30-71
George Robinson Ragsdale	Raleigh	9-18-68 (effective 10-7-68)	6-30-71

Emergency Judges, Superior Court[9]

Chester R. Morris	Coinjock	12-1-65	Life
George B. Patton	Franklin	1-14-65	Life
Francis O. Clarkson	Charlotte	3-1-68	Life

Solicitor, Superior Court[10]

W. Hampton Childs, Jr.[10a]	Lincolnton	7-1-65	Next general election
Thomas W. Moore, Jr.[10b]	Winston-Salem	7-1-65	Next general election
Herbert Small[10c]	Elizabeth City	12-1-65	Next general election
William Allen Cobb[10d]	Wilmington	7-7-67	Next general election

STATUTORY BOARDS, COMMISSIONS, COUNCILS, AGENCIES, AUTHORITIES, AND COMMITTEES

ADVISORY BUDGET COMMISSION[11]

Joseph Colin Eagles, Jr.[11a]	Wilson	7-1-65	Pleasure of the governor
Edward M. O'Herron, Jr.*	Charlotte	7-1-65	Pleasure of the governor
		2-21-67	
Lindsay C. Warren, Jr.[11b]*	Goldsboro	2-21-67	Pleasure of the governor
		5-17-68	

GOVERNOR'S COORDINATING COUNCIL ON AGING[12]

Roy Rowe, *chairman**	Burgaw	2-18-66	6-30-68
		7-1-68	6-30-72
Mrs. Mildred Morgan	Concord	2-18-66	6-30-67
John Sloan Rhodes	Raleigh	2-18-66	6-30-69
Lewis C. Dowdy*	Greensboro	2-18-66	6-30-67
		7-24-67	6-30-71

[7h] Succeeded James C. Farthing, appointed to court of appeals.

[7i] Appointed to fill new position created by 1967 General Assembly.

[7j] Succeeded John R. McGlaughlin, retired.

[7k] Succeeded Francis O. Clarkson, retired.

[8] The 1963 General Assembly provided for eight special judges of the superior court to be appointed for four-year terms by the governor. *G. S.* 7-54; *S. L., 1963,* c. 1170.

[8a] Succeeded Hal Hammer Walker, resigned.

[8b] Succeeded Harry C. Martin, appointed judge of superior court.

[8c] Succeeded Harry Lee Riddle, Jr.

[8d] Succeeded Walter E. Brock.

[8e] Succeeded Edward B. Clark, appointed judge of superior court.

[8f] Succeeded Frederick Henderson Hasty, appointed judge of superior court.

[9] Any judge of the superior court who has attained the age of sixty-five and has served fifteen years on the superior court bench may retire and become an emergency judge of the superior court. Other provisions are made with regard to varying terms of service. *G. S.* 7A-51, 7A-53; *S. L., 1967*, c. 108, s. 2.

[10] The 1961 General Assembly divided the state into twenty-four solicitorial districts. Solicitors, elected by the qualified voters of the state for a four-year term, hold office until their successors are qualified. Vacancies are filled by appointment of the governor until the next general election. *Constitution of North Carolina*, Art. IV, ss. 16, 17; *G. S.* 7-40, 7-68; *S. L., 1961*, cc. 313, 730.

[10a] Filled unexpired term of B. T. Fall, Jr., appointed judge, superior court.

[10b] Filled unexpired term of Harvey A. Lupton, appointed judge, superior court.

[10c] Filled unexpired term of Walter W. Cohoon, appointed judge, superior court.

[10d] Succeeded James C. Bowman, appointed special judge, superior court.

[11] This commission is composed of six members, of whom two are appointed by the governor and serve at his pleasure. The other four are the chairmen of the appropriations and finance committees of the House of Representatives and the Senate. The governor is an ex officio member. *G. S.* 143-4.

[11a] Continued membership by virtue of position as chairman of House Finance Committee, February 8, 1967, but resigned April 3, 1968.

[11b] Succeeded Joseph C. Eagles, Jr., resigned.

[12] The council was made a statutory body by the 1965 General Assembly; there are seven members appointed by the governor, thirteen ex officio members, and one member appointed by the president of the Medical Society of North Carolina. The chairman is appointed by the governor and the executive director by the council. *G. S.* 143-283.11.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Ewald William Busse	Durham	2-18-66	6-30-69
Willis Duke Weatherford*	Black Mountain	2-18-66	6-30-66
		6-30-66	6-30-70
Mrs. Edith B. Chance*	Fayetteville	2-18-66	6-30-68
		7-1-68	6-30-72
Mrs. E. Lee Jones[12a]	Hamlet	8-31-67	6-30-71
BOARD OF DIRECTORS OF THE NORTH CAROLINA AGRICULTURAL HALL OF FAME[13]			
A. C. (Lon) Edwards[13a]	Hookerton	8-20-65	1-27-71
David Stathem Weaver[13b]	Raleigh	10-5-66	1-27-69
Leary Rhinehart Harrill[13c]	Raleigh	1-1-67	1-27-69
Mrs. Charles E. Graham†	Linwood	1-27-67	1-27-73
James H. Hilton[13d]	Winston-Salem	7-25-68	1-27-71
STATE BOARD OF AGRICULTURE[14]			
Henry Gray Shelton[14a]	Speed	8-12-65	5-4-71
George Kittrell†	Corapeake	5-4-65	5-4-71
Charles F. Phillips†	Thomasville	5-4-65	5-4-71
Richard N. Barber, Jr.[14b]	Waynesville	12-17-65	5-4-69
Fred N. Colvard[14c]	Jefferson	8-7-67	5-4-73
Guy E. (Billy) Fisher[14d]	Pendleton	8-7-67	5-4-73
James Atwell Alexander†	Stony Point	8-7-67	5-4-73
David Townsend, Jr.†	Rowland	8-7-67	5-4-73
AIR CONTROL ADVISORY COUNCIL[15]			
Kester A. Sink	Mount Airy	11-20-67	Pleasure of the governor
Lex Honeycutt	Wilson	11-20-67	Pleasure of the governor
Harry Vanderlinden, Jr.	Hickory	11-20-67	Pleasure of the governor
James Blackwell, Jr.	Yanceyville	11-20-67	Pleasure of the governor
Glenn Ray Noggle	Raleigh	11-20-67	Pleasure of the governor
Austin C. Thies	Charlotte	11-20-67	Pleasure of the governor
William M. Nicholson	Durham	11-20-67	Pleasure of the governor
David A. Fraser	Chapel Hill	11-20-67	Pleasure of the governor
Samuel Grady Jones, Jr.	Asheville	11-20-67	Pleasure of the governor

STATE BOARD OF ALCOHOLIC CONTROL[16]

Clawson L. Williams, Jr., *chairman*[16a]	Sanford	7-15-65	6-30-71
W. Fleming Talman	Asheville	7-15-65	6-30-71
Lawrence C. Rose	Wrightsville Beach	7-15-65	6-30-71
George W. Birmingham, Jr.[16b]	Durham	7-15-65	6-30-69
Robert I. Cromley, Sr.[16c]	Raleigh	7-15-65	6-30-69
H. Edward Knox[16d]	Charlotte	9-8-67	6-30-71
Ray B. Brady, *director*[16e]	Raleigh	8-26-65	6-30-69

NORTH CAROLINA AMERICAN REVOLUTION BICENTENNIAL COMMISSION[17]

Mrs. Mary Jane McCrary*	Brevard	9-21-67	3-21-68
		6-7-68	3-21-73
Ernest William Greup*	Durham	9-21-67	3-21-68
		6-7-68	3-21-73
Armistead Jones Maupin	Raleigh	9-21-67	3-21-72
Herman A. Moore	Charlotte	9-21-67	3-21-72
James Alexander Gray	Winston-Salem	9-21-67	3-21-71
McDaniel Lewis	Greensboro	9-21-67	3-21-71

[12a] Succeeded Mrs. Mildred Morgan.

[13] This board is composed of three members appointed by the governor for six-year terms and five ex officio members specified by the legislature. *G. S.* 106-568.14, 106-568.15; *S. L., 1953*, c. 1129, s. 3.

[13a] Succeeded I. O. Schaub.

[13b] Succeeded S. Glenn Hawfield, deceased.

[13c] Succeeded David S. Weaver, deceased.

[13d] Succeeded A. C. Edwards, deceased.

[14] The board is composed of the commissioner of agriculture, who is ex officio, and ten members serving six-year terms, appointed by the governor with confirmation by the Senate. The members are to be so distributed as reasonably to represent the different sections and agricultural interests of the state, and all must be practical farmers engaged in their profession. *G. S.* 106-2.

[14a] Succeeded Hoyle C. Griffin.

[14b] Succeeded A. B. Slagle, resigned.

[14c] Succeeded Thomas O. Gilmore.

[14d] Succeeded Thomas T. Joyner.

[15] *G. S.* 143-214 (j) authorized the establishment of a Water Control Advisory Council and an Air Control Advisory Council. The advisory councils, each made up of nine members appointed by the governor, assist the Board of Water and Air Resources. *S. L., 1967*, c. 892, s. 1.

[16] The board consists of five members, one of whom is named as chairman, appointed by the governor. The 1965 General Assembly rewrote the law to provide that the chairman and two members shall be appointed for six years and two members for four years. *G. S.* 18-37, 18-38; *S. L., 1963*, c. 916; *S. L., 1965*, c. 1102, s. 1.

[16a] After appointment of the board, it was announced on August 3, 1965, that Victor Aldridge, Raleigh, had agreed to serve until September 1, 1965, as acting director.

[16b] Succeeded T. V. Aldridge.

[16c] Succeeded J. B. Spilman; succeeded Clawson L. Williams, resigned, as chairman.

[16d] Succeeded Clawson L. Williams, resigned.

[16e] Succeeded Victor Aldridge, who had been acting director; under revised law, the governor appoints a director as full-time administrative officer.

[17] The commission is made up of ex officio members consisting of the heads of the Departments of Archives and History, Conservation and Development, and Public Instruction; the heads of the history departments of nine colleges and universities; and the state regent of the Daughters of the American Revolution, in addition to ten members appointed by the governor. After initial staggered terms, members serve for five years. *G. S.* 143-396; *S. L., 1967*, c. 70.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Hector MacLean	Lumberton	9-21-67	3-21-70
Don S. Matheson	Hillsborough	9-21-67	3-21-70
Mrs. James M. Harper, Jr.	Southport	9-21-67	3-21-69
William A. Creech	Raleigh	1-22-68	3-21-69

STATE DEPARTMENT OF ARCHIVES AND HISTORY EXECUTIVE BOARD[18]

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Gertrude S. Carraway†	New Bern	8-24-65	3-31-71
Thomas Harry Gatton[18a]	Raleigh	8-24-65	3-31-71
Hugh T. Lefler[18b]	Chapel Hill	8-12-65	3-31-71
Josh L. Horne†	Rocky Mount	7-21-67	3-31-73
Fletcher M. Green†	Chapel Hill	7-21-67	3-31-73

STATE DEPARTMENT OF ARCHIVES AND HISTORY, SPECIAL PEACE OFFICERS[19]

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Leon J. Lee	Newton Grove	10-8-65	Pleasure of the governor
Gehrig Spencer	Southport	3-29-66	Pleasure of the governor

BOARD OF TRUSTEES OF THE NORTH CAROLINA MUSEUM OF ART[20]

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Smith Bagley[20a]	Winston-Salem	1-26-67	7-1-70
Edwin M. Gill†	Raleigh	12-10-68	7-1-73
Egbert L. Davis, Jr.†	Winston-Salem	12-10-68	7-1-73
Mrs. L. Y. Ballentine[20b]	Raleigh	12-10-68	7-1-73
Thomas S. Kenan III[20c]	Durham	12-10-68	7-1-73

STATE ART MUSEUM BUILDING COMMISSION[21]

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Mrs. James H. Semans	Durham	8-2-67 1-8-68	Pleasure of the governor
Thomas J. White, *chairman*	Kinston	11-8-67	Pleasure of the governor
Thomas S. Kenan III	Durham	11-8-67	Pleasure of the governor
Charles A. Cannon	Concord	11-8-67	Pleasure of the governor
Robert Lee Humber	Greenville	11-8-67	Pleasure of the governor
Edwin Gill	Raleigh	11-8-67	Pleasure of the governor
Lewis Holding	Raleigh	11-8-67	Pleasure of the governor
Smith Bagley	Winston-Salem	11-8-67	Pleasure of the governor
Mrs. Dan K. Moore	Raleigh	11-8-67	Pleasure of the governor

BOARD OF DIRECTORS OF THE NORTH CAROLINA STATE ART SOCIETY, INCORPORATED[22]

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Harry Dalton†	Goldsboro	7-1-65	7-1-69

Robert Lee Humbert†	Greenville	7-1-65	7-1-69
Mrs. George W. Paschal, Jr.†	Raleigh	7-1-65	7-1-69
Mrs. W. Frank Taylor†	Goldsboro	7-1-65	7-1-69

NORTH CAROLINA ARTS COUNCIL[23]

Mrs. Leslie N. Boney, Jr.*	Wilmington	8-25-67	6-30-68
		7-17-68	6-30-71
Mrs. Guy T. Carswell*	Charlotte	8-25-67	6-30-68
		7-17-68	6-30-71
Mrs. William Dodge III*	Raleigh	8-25-67	6-30-68
		7-17-68	6-30-71
Edwin M. Gill*	Raleigh	8-25-67	6-30-68
		7-17-68	6-30-71
R. Philip Hanes, Jr.	Winston-Salem	8-25-67	6-30-68
Mrs. Nello L. Teer, Jr.*	Durham	8-25-67	6-30-68
		7-17-68	6-30-71
Harry L. Dalton*	Charlotte	8-25-67	6-30-68
		7-17-68	6-30-71
Henry Bowers†	Raleigh	8-25-67	6-30-69

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[18] The board consists of seven members appointed by the governor for six-year terms. *G. S.* 121-3.

[18a] Succeeded McDaniel Lewis.

[18b] Succeeded Robert F. Durden.

[19] Upon application of the director of the Department of Archives and History, the governor is authorized to commission as special peace officers such of the employees of the department as the director may designate for the purpose of enforcing the laws, rules, and regulations adopted for the protection, preservation, and government of state historical or archaeological properties under the department's control. *G. S.* 121-9; *S. L., 1955*, c. 543.

[20] As created by the 1961 General Assembly, the board consists of fourteen members which include the following: four members elected by the board of directors of the North Carolina State Art Society, Incorporated, two ex officio members (the governor, the superintendent of public instruction), and eight members appointed by the governor. Following initial staggered terms, appointments are for six years. *G. S.* 140-2; *S. L., 1961*, c. 731.

[20a] Succeeded Ralph C. Price, resigned.

[20b] Succeeded Mrs. Charles B. Aycock.

[20c] Succeeded Mrs. Charles Kistler.

[21] Membership of the commission consists of three who have served in the Senate, appointed by the president; three who have served in the House, appointed by the speaker; and nine appointed by the governor. Members serve at the pleasure of the governor and are to report to each session of the General Assembly as to action taken during the preceding biennium. *G. S.* 140-5.2, 140-5.3; *S. L., 1967*, c. 1142.

[22] The board consists of sixteen members, four of whom are appointed by the governor for a term of four years, eight of whom are chosen by the members of the North Carolina State Art Society, Incorporated, and four of whom are ex officio members, as follows: the governor, the superintendent of public instruction, the attorney general, and the chairman of the art committee of the State Federation of Women's Clubs. The act inserting these provisions became effective July 1, 1961. *G. S.* 140-11; *S. L., 1961*, c. 1152.

[23] The statutory council, successor to the North Carolina State Arts Council which was established by executive order in December, 1964, consists of twenty-four persons appointed by the governor. Any appointee who holds any office under the United States or North Carolina government serves ex officio. Membership is for three years and is limited to two successive terms with the proviso that a member may be reappointed after the lapse of a year following the end of the second term. The chairman is appointed by the governor upon nomination of the council. Some of the reappointments are from the nonstatutory State Arts Council established by executive order in December, 1964. *G. S.* 143-403, 143-404; *S. L., 1967*, c. 164.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Clyde Alvin Dillon, Jr.*	Raleigh	8-25-67	6-30-69
Alfred Johnston Fletcher	Raleigh	8-25-67	6-30-69
Sam T. Ragan,† *chairman*	Raleigh	8-25-67	6-30-69
Mrs. Charles Scarboro Cooke	Wilson	8-25-67	6-30-69
Robert W. Gray	Asheville	8-25-67	6-30-69
Mrs. R. G. Jennings, Jr.*	High Point	8-25-67	6-30-69
Mrs. J. Emmett Winslow	Hertford	8-25-67	6-30-69
Mrs. William T. Joyner*	Raleigh	8-25-67	6-30-70
Robert L. Gatling	Raleigh	8-25-67	6-30-70
Mrs. Davis Ross Inglis*	Edenton	8-25-67	6-30-70
Mrs. J. Nathan McCarley	Asheville	8-25-67	6-30-70
Mrs. Charles M. Reeves, Jr.*	Sanford	8-25-67	6-30-70
James Burdett Lawrence Rush	Winston-Salem	8-25-67	6-30-70
Joseph Curtis Sloane*	Chapel Hill	8-25-67	6-30-70
Francis Speight†	Greenville	8-25-67	6-30-70
Mrs. Frank R. Penn[23a]	Reidsville	7-17-68	6-30-71
Mrs. Claude B. Strickland, Jr.[23b]	Winston-Salem	11-7-68	6-30-71

STATE BOARD OF ASSESSMENT[24]

Thomas W. Alexander, Jr.	Raleigh	8-22-67	7-1-71
Robert F. Morgan	Shelby	8-22-67	7-1-69

ATOMIC ENERGY ADVISORY COMMITTEE[25]

Mrs. L. Graham Walton†	Whiteville	10-21-65	7-1-71
Barnes Woodhall†	Durham	10-21-65	7-1-71
William P. Saunders†	Southern Pines	10-21-65	7-1-71
A. C. Menius, Jr., *chairman*[25a]†	Raleigh	10-21-65	7-1-71
Edward C. Fiss†	Charlotte	10-21-65	7-1-71
Paul M. Gross†	Durham	10-21-65	7-1-71
H. Brooks James†	Raleigh	10-21-65	7-1-71
Frank Crane†	Raleigh	10-21-65	7-1-71
Coy C. Carpenter†	Winston-Salem	10-21-65	7-1-71
Edwin L. Jones†	Charlotte	1-21-66	7-1-71
Lewis C. Dowdy†	Greensboro	1-12-67 7-1-68	7-1-67 7-1-73
James Sidney Raper	Asheville	1-12-67	7-1-69

George R. Herbert†	Durham	7-1-68	7-1-73
John I. Hopkins†	Davidson	7-1-68	7-1-73
John Victor Hunter III†	Greensboro	7-1-68	7-1-73
A. L. Jameson†	Williamston	7-1-68	7-1-73
Forrest H. Shuford II†	Raleigh	7-1-68	7-1-73
William L. Wilson†	Raleigh	7-1-68	7-1-73
Waldemar C. A. Sternbergh[25b]	Charlotte	10-7-68	7-1-69
James Atwell Alexander†	Stony Point	7-1-68	7-1-73

COMMISSION ON AVIATION[26]

John Adams Cunningham, *chairman*	Charlotte	3-14-66	Pleasure of the governor
Kenneth Vaughn Brugh, Jr.	Greensboro	3-14-66	Pleasure of the governor
William B. Dillard	Sylva	3-14-66	Pleasure of the governor
James Webb	Greensboro	3-14-66	Pleasure of the governor
J. Harvey Turner	Kinston	3-14-66	Pleasure of the governor

GOVERNOR'S AVIATION COMMITTEE[27]

John Adams Cunningham, *chairman*	Charlotte	10-30-67	6-30-71
O. Z. Wrenn, Jr.	Durham	10-30-67	6-30-69
Fletcher H. Wall, Jr.	Lexington	10-30-67	6-30-69
John Terrell	Hickory	10-30-67	6-30-69
Robert Morrison	Monroe	10-30-67	6-30-69
Richard Moffett	Goldsboro	10-30-67	6-30-69
Lennox P. McLendon, Jr.	Greensboro	10-30-67	6-30-71
I. B. Julian	Fayetteville	10-30-67	6-30-69

[23a] Succeeded R. Philip Hanes, Jr., resigned.

[23b] Succeeded Harriett D. Kenan.

[24] The 1967 General Assembly rewrote the law pertaining to the State Board of Assessment. Following initial staggered terms, the governor appoints two members to serve four-year terms; the speaker of the House of Representatives and the president of the Senate each appoints one member. The director of tax research serves ex officio. *G. S.* 105-273; *S. L., 1967*, c. 1196, s. 1.

[25] The committee consists of thirty-five members, of whom thirty-two are appointed by the governor and of whom three, the commissioner of agriculture, the state superintendent of public instruction, and the state health director, serve as ex officio members. After initial staggered appointments, members serve six-year terms. At least one member shall be specialized as a radiologist, one a nuclear physicist, one a radiation physicist, one a public health physician, one a dentist, and one a sanitary engineer. *G. S.* 104C-3; *S. L., 1959*, c. 481.

[25a] Succeeded Edwin L. Jones as chairman February 2, 1966.

[25b] Succeeded Robert J. Reeves, deceased.

[26] The commission consists of five members who serve at the pleasure of the governor. *S. L. 1965*, res. 88. Members of Governor's Aviation Committee to continue in service pending report and recommendations of the new commission.

[27] Eleven persons appointed by the governor, with one for each congressional district, comprise the committee. After initial staggered terms, members serve four years. The committee advises the Department of Conservation and Development, Commerce and Industry Division, in the matter of planning and financing public airports in North Carolina. *G. S.* 113-28.5, 113-28.6 (8); *S. L., 1967*, c. 1006.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Thorne Gregory	Scotland Neck	10-30-67	6-30-71
Roberts H. Jernigan, Jr.	Ahoskie	10-30-67	6-30-71
William B. Dillard	Sylva	10-30-67	6-30-71

North Carolina Awards Commission[28]

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
E. L. Rankin, Jr.[28a]	Raleigh	9-18-67	Pleasure of the governor
Susie Sharp[28b]	Reidsville	1-5-68	Pleasure of the governor

Charles B. Aycock Memorial Commission[29]

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Gertrude Weil†	Goldsboro	8-18-66	5-24-71
Hardy Talton†	Pikeville	8-18-66	5-24-71
Henry Lewis Stephenson†	Smithfield	8-18-66	5-24-71
Emmett Robinson†	Goldsboro	8-18-66	5-24-71
Mrs. Fred Harrell†	Goldsboro	8-18-66	5-24-71
Frank P. Graham†	New York	8-18-66	5-24-71
John Hosea Kerr III[29a]	Goldsboro	8-18-66	5-24-71
Mrs. James L. Williams[29b]	Goldsboro	8-18-66	5-24-71
W. Dortch Langston[29c]	Goldsboro	8-18-66	5-24-71
Robert S. Nimmo[29d]	Snow Hill	10-4-66	5-24-71
Robert Aiken[29e]	Snow Hill	10-4-66	5-24-71
Lewis William Tappan[29f]	Clinton	8-18-66	5-24-71
John Gaston Peacock, Jr.[29g]	Fremont	9-25-67	5-24-71

Commissioner of Banks[30]

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Frank L. Harrelson[30a]*	Raleigh	8-1-66 5-24-67	4-1-67 4-1-71

State Banking Commission[31]

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
William T. Cheatham, Jr.[31a]	Statesville	7-3-65	4-1-69
Edwin Duncan, Jr.[31b]	Sparta	7-3-65	4-1-69
Allen H. Sims[31c]	Gastonia	7-3-65	4-1-69
Mrs. Axson Smith[31d]	Belhaven	7-3-65	4-1-69
Armand T. Swisher[31e]	Charlotte	7-3-65	4-1-69
Paul Wright, Jr.[31f]	Durham	7-3-65	4-1-69
Edward T. Shipley[31g]*	Winston-Salem	7-12-65 8-8-67	4-1-67 4-1-71

James T. (Joe) Moss[31h]	Youngsville	8-8-67	4-1-71
N. K. Dickerson[31i]	Monroe	8-8-67	4-1-71
Lewis R. Holding†	Raleigh	8-8-67	4-1-71

STATE COMMISSION FOR THE BLIND[32]

Sam M. Cathey†	Asheville	5-14-65	5-21-70
Sam Alford†	Henderson	5-14-65	5-21-70
David R. Mauney, Jr.[32a]*	Cherryville	8-20-65	5-21-66
		4-28-66	5-21-71
Herbert C. Bradshaw†	Durham	8-8-67	5-21-72
Herbert L. Hyde[32b]	Asheville	3-13-68	5-21-70

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[28] As established by the 1961 General Assembly, the commission is authorized to administer the program of public recognition of creative North Carolinians. The board consists of five members who serve at the pleasure of the governor. *S. L. 1961*, c. 1143.

[28a] Succeeded Richard Walser, resigned.

[28b] Succeeded E. L. Rankin, Jr., resigned.

[29] There are twenty-one members, three of whom serve as ex officio members (the director of the Department of Archives and History, the superintendent of the Department of Public Instuction, and the director of the Department of Conservation and Development), and eighteen of whom are appointed by the governor for six-year terms on this commission. *S.L. 1949*, c. 1021.

[29a] Succeeded Hugh Dortch.

[29b] Succeeded William A. Dees, Sr.

[29c] Succeeded Henry Belk.

[29d] Succeeded B. F. Aycock.

[29e] Succeeded Joseph C. Eagles, Jr.

[29f] Succeeded Mrs. Ruth Pate Killette.

[29g] Succeeded Mrs. Fred L. Harrell, deceased.

[30] The commissioner is appointed by the governor for a four-year term; the appointment is confirmed by the Senate. *G. S.* 53-92, 53-96.

[30a] Succeeded F. Shelby Cullom, resigned.

[31] The commission consists of eleven members, ten of whom are appointed by the governor for four-year terms, and the state treasurer who serves as ex officio member. An amendment by the 1961 General Assembly increased the appointive membership from nine to ten and eliminated the attorney general from ex officio membership. Five of the members are to be bankers, and the remainder of them are to be selected so as fairly to represent the industrial, manufacturing, business, and farming interests of the state. *G. S.* 53-92; *S. L., 1961*, c. 547.

[31a] Succeeded Ralph T. Morris.

[31b] Succeeded J. C. Johnson.

[31c] Succeeded J. E. Paschall.

[31d] Succeeded H. M. Browning.

[31e] Succeeded J. V. Lindley.

[31f] Succeeded M. E. Wright.

[31g] Succeeded Edwin P. Brown, resigned.

[31h] Succeeded Paul H. Thompson.

[31i] Succeeded E. D. Gaskins.

[32] The commission consists of eleven members, of whom six are appointed by the governor to serve terms of five years. The superintendent of the State School for the Blind, the state supervisor of vocational rehabilitation, the state health director, the director of the North Carolina Employment Service, and the commissioner of public welfare are ex officio members who serve while they hold their respective positions. *G. S.* 111-1, 111-2, 111-3.

[32a] Succeeded Frank C. King, deceased.

[32b] Succeeded Sam M. Cathey, resigned.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
George E. Gibbs[32c]	Murfreesboro	6-7-68	5-21-73
James S. Bailey[32d]	Charlotte	6-7-68	5-21-73
NORTH CAROLINA BOARD OF BOILER RULES[33]			
Henry Jackson Lane, Sr.[33a]	Henderson	8-20-65	6-18-70
Grover L. Dillon, Jr.†	Raleigh	6-20-66	6-18-71
R. L. Harrell[33b]	Matthews	7-25-68	6-18-73
Bertram Levy[33c]	Greensboro	7-25-68	6-18-73
BRUNSWICK-NEW HANOVER MARITIME COMMISSION[34]			
John Van B. Metts, Jr.	Wilmington	12-13-65	6-16-71
H. Foster Mintz	Bolivia	12-13-65	6-16-71
George W. Gillette[34a]	Wilmington	11-7-68	6-16-71
BUILDING CODE COUNCIL[35]			
James Jasper Barnes, Jr.†	Fayetteville	10-20-65	7-31-71
Clinton B. Galphin[35a]	Raleigh	10-20-65	7-31-71
John V. Fox, Jr.[35b]	Greensboro	10-20-65	7-31-71
Harold C. Shirley[35c]*	Monroe	10-20-65 8-31-67	7-31-67 7-31-73
William Henry Gardner, Jr.[35d]*	Durham	10-20-65 8-10-67	1-31-61 7-31-73
Jack Baber[35e]	Asheville	10-20-65	7-31-69
Andrew W. Roth†	Charlotte	8-21-67	7-31-73
S. Ray Moore[35f]	Cary	1-17-68	7-31-71
BURIAL ASSOCIATION COMMISSIONER[36]			
Daniel Kelly Muse[36a]	Mebane	8-24-65	6-30-69
MUTUAL BURIAL ASSOCIATION COMMISSION[37]			
Robert Lee Cagle, Jr.	Wadesboro	9-14-67	12-4-70
Edwin Banks Branch[37a]	Enfield	1-5-68	12-4-70
COMMISSION TO STUDY THE CAUSE AND CONTROL OF CANCER IN NORTH CAROLINA[38]			
Mrs. J. V. Whitfield†*	Wallace	2-7-66 9-8-67	Pleasure of the governor 6-30-69

Vivian E. Irving†*	Raleigh	2-7-66 9-8-67	Pleasure of the governor 6-30-69
Donald B. Koonce†*	Wilmington	2-7-66 9-8-67	Pleasure of the governor 6-30-69
Mrs. Howard Smathers†*	Canton	2-7-66 9-8-67	Pleasure of the governor 6-30-69
Joseph Grover Gordon*	Winston-Salem	2-7-66 9-8-67	Pleasure of the governor 6-30-69
James Eugene Hemphill*	Rockingham	2-7-66 9-8-67	Pleasure of the governor 6-30-69
Marvin Nicholas Lymberis*	Charlotte	2-7-66 9-8-67	Pleasure of the governor 6-30-69
Phillip R. Mason*	Statesville	2-7-66 9-8-67	Pleasure of the governor 6-30-69
Charles M. Norfleet, Jr.*	Winston-Salem	2-7-66 9-8-67	Pleasure of the governor 6-30-69

[32c] Succeeded Paul Alford.

[32d] Succeeded Alston B. Broom.

[33] The board is made up of six members, of whom five are appointed by the governor for terms of five years each. The sixth member is the commissioner of labor, who serves ex officio and is chairman of the board. Of the five appointive members one is a representative of the owners and users of steam boilers within the state, one a representative of the boiler manufacturers within the state, one a representative of a boiler inspection and insurance company licensed to do business in North Carolina, one a representative of the operating steam engineers in North Carolina, and one a licensed heating contractor. *G. S.* 95-54; *S. L., 1953*, c. 569.

[33a] Succeeded William M. Reading, Jr.

[33b] Succeeded W. E. Shuping.

[33c] Succeeded Wilkes C. Price.

[34] The commission is made up of two members appointed by the governor, two by the board of county commissioners of New Hanover County, and two by the board of county commissioners of Brunswick County; all serve six-year terms. *S. L., 1965*, c. 1097.

[34a] Succeeded J. Van B. Metts, Jr., resigned.

[35] The council consists of nine members appointed by the governor for six-year terms. Members are chosen from the professions of architecture, engineering, and construction as designated by law. *G. S.* 143-136; *S. L., 1957*, c. 1138.

[35a] Succeeded Richard F. Booth.

[35b] Succeeded Rodney R. Breece, deceased.

[35c] Succeeded Jack Covington, resigned.

[35d] Succeeded H. B. Foster, resigned.

[35e] Succeeded James A. Stenhouse, resigned.

[35f] Succeeded James Jasper Barnes, Jr., resigned.

[36] The commissioner is appointed by the governor for a term of four years. *G. S.* 58-224.

[36a] Succeeded C. E. (Jake) Walker, resigned.

[37] The commission is made up of five members, one of whom is appointed by the governor for a three-year term. He must be a member of the Mutual Burial Association. *G. S.* 224.1 (1) d; *S. L., 1967*, c. 1197, s. 1.

[37a] Succeeded Robert Lee Cagle, resigned.

[38] The 1967 General Assembly provided for the permanence of the commission originally established in 1957. The group consists of twenty members appointed by the governor, ten of whom are chosen from the medical profession and ten of whom are not associated with the medical profession, for two-year terms. The commission makes an annual report to the governor. *G. S.* 130-186.1, 130-186.2; *S. L., 1957*, res. 34; *S. L., 1959*, res. 78; *S. L., 1961*, res. 70; *S. L., 1963*, res. 46; *S. L., 1965*, res. 29; *S. L., 1967*, res. 186.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Hugh A. Matthews*	Canton	2-7-66 9-8-67	Pleasure of the governor 6-30-69
John Cochrane Reece*	Morganton	2-7-66 9-8-67	Pleasure of the govenror 6-30-69
Lewis Sumner Thorp*	Rocky Mount	2-7-66 9-8-67	Pleasure of the governor 6-30-69
Chester D. Watts*	Durham	2-7-66 9-8-67	Pleasure of the governor 6-30-69
Irwin Belk*	Charlotte	2-7-66 9-8-67	Pleasure of the governor 6-30-69
Hector MacLean*	Lumberton	2-7-66 9-8-67	Pleasure of the governor 6-30-69
Mrs. H. O. Bridges*	Wanchese	2-7-66 9-8-67	Pleasure of the governor 6-30-69
Mrs. Elsie Hooper Cole*	Yanceyville	2-7-66 9-8-67	Pleasure of the governor 6-30-69
Tom H. Foscue*	Maysville	2-7-66 9-8-67	Pleasure of the governor 6-30-69
Earle Jackson Gluck*	Charlotte	2-7-66 9-8-67	Pleasure of the governor 6-30-69
William R. Roberson, Jr.*	Washington	2-7-66 9-8-67	Pleasure of the governor 6-30-69

CAPITAL BUILDING AUTHORITY[39]

W. C. Calton	Raleigh	10-13-67	6-30-69
Frank B. Turner	Raleigh	12-31-68	6-30-69

GOVERNOR RICHARD CASWELL MEMORIAL COMMISSION[40]

Mrs. George A. Kernodle†	Burlington	6-21-66	11-30-73
Mrs. R. O. Everett†	Durham	6-21-66	11-30-73
Mrs. Ivan Bissette[40a]	Grifton	6-21-66	11-30-73
Marion Arendell Parrott[40b]	Kinston	6-21-66	11-30-73
Elmer Simmons Wooten[40c]	Kinston	6-21-66	11-30-71
Charles R. Holloman[40d]	Raleigh	10-26-66	11-30-69

STATE CIVIL AIR PATROL AGENCY[41]

Samuel Cummings Hair†*	Charlotte	5-23-66	9-1-67
		10-4-67	9-1-69
Stanhope Lineberry†*	Charlotte	5-23-66	9-1-67
		10-4-67	9-1-69
Henry Morrison Smith[41a]*	Seven Springs	6-2-66	9-1-67
		10-4-67	9-1-69

NORTH CAROLINA CIVIL DEFENSE AGENCY[42]

Russell C. Nicholson, *acting director*	Raleigh	7-1-67	Pleasure of the governor
William M. Hodges, *director*[42a]	Raleigh	Effective 9-1-67	Pleasure of the governor

COMMERCIAL AND SPORTS FISHERIES ADVISORY BOARD[43]

Hugh A. Ragsdale, Sr., *chairman*	Richlands	11-1-66	Pleasure of the governor
Leland V. Brinson	Arapahoe	11-1-66	Pleasure of the governor
Walter J. Lupton	Swan Quarter	11-1-66	Pleasure of the governor
Elmer D. Willis	Williston	11-1-66	Pleasure of the governor
Ronald K. Tillett	Wanchese	11-1-66	Pleasure of the governor
Lewis J. Hardee	Southport	11-1-66	Pleasure of the governor
John C. White	Fayetteville	11-1-66	Pleasure of the governor
William A. Shires, *chairman*[43a]	Raleigh	11-1-66	Pleasure of the governor
Adrian D. Hurst	Wilmington	11-1-66	Pleasure of the governor
William W. Hassler	Raleigh	11-1-66	Pleasure of the governor

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[39] The authority was established by action of 1967 General Assembly. The attorney general and state treasurer serve as ex officio members. *Session Laws, 1967*, c. 994; *G. S.* 120-40.

[40] The commission consists of twenty members, sixteen of whom are appointed by the governor for eight-year terms and four of whom are ex officio (the director of the Department of Archives and History, the superintendent of the Department of Public Instruction, the mayor of Kinston, and the chairman of the Lenoir County Board of Commissioners). *G. S.* 143-204.1; *S. L., 1955*, c. 977, s. 1.

[40a] Succeeded Mrs. Raymond E. King, Jr.

[40b] Succeeded W. Lamont Brown.

[40c] Succeeded John G. Dawson, deceased.

[40d] Succeeded James Laurence Sprunt, resigned.

[41] The agency is composed of three members appointed by the governor and six ex officio members specified by the General Assembly. Appointive members serve terms of two years each, and vacancies are filled by the governor. *G. S.* 167-1; *S. L., 1953*, c. 1231, s. 1.

[41a] Succeeded Frank O. Sherrill.

[42] The director of the agency is appointed by the governor to serve at his will. *G. S.* 166-3.

[42a] Succeeded Edward F. Griffin, retired.

[43] The board replaced the old Commercial Fisheries Advisory Board. The new board is composed of eleven members appointed by the governor, who also selects the chairman. *G. S.* 113-242; *S. L., 1965*, c. 957.

[43a] Succeeded Hugh Ragsdale, Sr., resigned, as *chairman*, 12-13-67.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
A. F. Chestnut	Morehead City	11-1-66	Pleasure of the governor
Ashley B. Futrell[43b]	Washington	11-29-67	Pleasure of the governor
Archie Burrus[43c]	Manteo	11-29-67	Pleasure of the governor
Chester Davis[43d]	Winston-Salem	11-29-67	Pleasure of the governor
Nelson W. Taylor III[43e]	Morehead City	11-29-67	Pleasure of the governor

Director of Conservation and Development[44]

William P. Saunders, *acting director*[44a]	Southern Pines	1-11-65	Pleasure of the governor
Dan E. Stewart, *director*[44b]	Raleigh	7-23-65	Pleasure of the governor

Board of Conservation and Development[45]

James Wesley (Willie) York, *chairman*[45a]	Raleigh	7-11-65	6-30-69
John M. Akers	Gastonia	7-11-65	6-30-67
Robert E. Bryan	Goldsboro	7-11-65	6-30-67
David Blanton[45b]	Marion	7-11-65	6-30-69
Arthur Corpening, Jr.[45c]	High Point	7-11-65	6-30-69
Koy E. Dawkins[45d]	Monroe	7-11-65	6-30-69
J. A. Gill[45e]	Elizabeth City	7-11-65	6-30-69
John Harden[45f]	Greensboro	7-11-65	6-30-69
Gilliam K. Horton[45g]	Wilmington	7-11-65	6-30-69
Henry W. Jordan[45h]	Cedar Falls	7-11-65	6-30-69
W. H. (Shorty) McDonald[45i]	Tryon	7-11-65	6-30-69
O. J. Sikes, Jr.[45j]	Albemarle	7-11-65	6-30-69
R. Patrick Spangler[45k]	Shelby	7-11-65	6-30-69
John K. Barrow, Jr.[45l]	Ahoskie	7-11-65	6-30-67
		8-14-67	6-30-71
J. O. Bishop[45m]*	Rocky Mount	7-11-65	6-30-67
		8-14-67	6-30-71
William B. Carter[45n]*	Washington	7-11-65	6-30-67
		8-14-67	6-30-71
Moncie L. Daniels, Jr.[45o]*	Manteo	7-11-65	6-30-67
		8-14-67	6-30-71
Petro Kulynych[45p]*	Wilkesboro	7-11-65	6-30-67
		8-14-67	6-30-71
William H. Maynard[45q]*	Lenoir	7-11-65	6-30-67
		8-14-67	6-30-71

Jack Pait[45r]	Lumberton	7-11-65	6-30-67
T. Max Watson[45s]*	Forest City	7-11-65	6-30-67
		8-14-67	6-30-71
L. W. Wilson[45t]	Robbinsville	7-11-65	6-30-67
John Parris[45u]	Sylva	7-11-65	6-30-67
William P. Saunders[45v]	Southern Pines	7-23-65	6-30-69
Harry D. Blomberg[45w]	Asheville	12-17-65	6-30-67
		8-14-67	6-30-71
W. Trent Ragland, Jr.[45x]	Raleigh	8-14-67	6-30-71
E. Pat Hall[45y]	Charlotte	8-14-67	6-30-71
Woody R. Hampton[45z]	Sylva	8-14-67	6-30-71

[43b] Succeeded Hugh Ragsdale, Sr., resigned.

[43c] Succeeded Leland V. Brinson.

[43d] Succeeded John C. White, resigned.

[43e] Succeeded Walter J. Lupton.

[44] The director is appointed by the governor and serves at his pleasure. *G. S.* 113-9.

[44a] Succeeded Robert L. Stallings, Jr., resigned.

[44b] Succeeded William P. Saunders.

[45] The 1965 General Assembly rewrote the law, providing for twenty-four members of the Board of Conservation and Development to be appointed by the governor. The terms of members then serving were to expire on June 30, 1965. Following initial staggered terms, members are appointed for four-year terms. In selecting the membership the governor is to give proportionate representation to each function and activity of the department. *G. S.* 113-5; *S. L., 1965*, c. 826, s. 2.

[45a] Succeeded Hargrove Bowles, Jr. (York resigned effective 1-1-69).

[45b] Succeeded E. W. Rogers.

[45c] Succeeded C. E. Hayworth.

[45d] Succeeded G. C. Robbins, Jr.

[45e] Succeeded L. W. Midgett.

[45f] Succeeded R. P. Kavanagh.

[45g] Succeeded J. Bernard Stein.

[45h] Succeeded C. C. Ervin.

[45i] Succeeded R. A. Pool.

[45j] Succeeded J. T. Dees.

[45k] Succeeded D. D. Cameron.

[45l] Succeeded E. R. Evans.

[45m] Succeeded E. H. Evans.

[45n] Succeeded L. W. Gurkin, Jr.

[45o] Succeeded E. E. Parker.

[45p] Succeeded W. R. Hampton.

[45q] Succeeded C. B. Wade, Jr.

[45r] Succeeded D. D. Cameron.

[45s] Succeeded M. P. Blair.

[45t] Succeeded J. M. Akers.

[45u] Succeeded J. L. Fraley.

[45v] Succeeded G. C. Hunter.

[45w] Succeeded L. W. Wilson, deceased.

[45x] Succeeded Robert E. Bryan.

[45y] Succeeded Jack Pait.

[45z] Succeeded John Parris.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Grady B. Stott[45aa]	Gastonia	8-14-67	6-30-71
James T. Cheatham III[45bb]	Greenville	3-8-68	6-30-69

SPECIAL PEACE OFFICERS FOR DIVISION OF PARKS, DEPARTMENT OF CONSERVATION AND DEVELOPMENT[46]

Arbie L. Stanley, Jr.	Lake Waccamaw White Lake	7-7-65	Pleasure of the governor
Larry H. Milton	Umstead	9-21-65	Pleasure of the governor
Joseph J. Adkins	Morrow Mountain	8-15-66	Pleasure of the governor
Robert C. Ensley	Mt. Mitchell	5-18-66	Pleasure of the governor
Jack W. Ray[46a]	Hanging Rock	4-26-67	Pleasure of the governor
Wait D. Pait	Morrow Mountain	5-20-68	Pleasure of the governor

CONSERVATION AND DEVELOPMENT STUDY COMMISSION[47]

Robert E. Bryan	Goldsboro	9-22-67	Pleasure of the governor
Charles Hayworth	High Point	9-22-67	Pleasure of the governor
William J. Griffin	Charlotte	9-22-67	Pleasure of the governor

COMMISSION OF CORRECTION[48]

Clyde H. Harriss, Sr., *chairman*[48a]	Salisbury	7-1-65	6-30-69
J. R. Hooks[48b]	Fayetteville	7-16-65	6-30-67
		8-31-67	6-30-71
Mrs. E. F. Allen[48c]	Lenoir	7-16-65	6-30-69
Fred Cates[48d]	Hillsborough	7-16-65	6-30-69
Hampton D. Haith[48e]	Winston-Salem	7-16-65	6-30-69
John Emery Russ[48f]	Burgaw	8-31-67	6-30-71
Edgar Gurganus†	Williamston	8-31-67	6-30-71
Roger P. Ingram, Sr.[48g]	Haw River	9-26-67	6-30-69

THE COURTS COMMISSION[49]

Herbert L. Hyde[49a]	Asheville	12-4-65	12-31-70
J. Ruffin Bailey [49b]	Raleigh	12-9-66	12-31-70
Sneed High[49c]	Fayetteville	9-9-66	12-31-70
Lacy Thornburg[49d]	Sylva	7-7-66	12-31-70
Earl W. Vaughn	Leaksville	12-9-66	12-31-70

STATE BOARD OF EDUCATION[50]

H. L. Trigg†	Salisbury	4-1-65	4-1-73
Garland S. Garriss	Troy	8-12-65	4-1-73
William R. Lybrook†	Winston-Salem	8-12-65	4-1-73
Charles Edward Jordan, Sr.†	Durham	7-31-67	4-1-75
George Douglas Aitken†	Charlotte	7-31-67	4-1-75
Mrs. Forrest Lockey, Jr.[50a]	Aberdeen	11-6-68	4-1-73
Neill A. Rosser[50b]	Raleigh	11-6-68	4-1-69

NORTH CAROLINA BOARD OF HIGHER EDUCATION[51]

George Watts Hill, Jr., *chairman*[51a]	Durham	6-30-65	6-30-71

[45aa] Succeeded John M. Akers.

[45bb] Succeeded Henry W. Jordan.

[46] These officers are employees of the Department of Conservation and Development, designated by the director of that department and commissioned by the governor to serve at his pleasure. *G. S.* 113-28.1; *S. L., 1947*, c. 577.

[46a] Succeeded Charles H. Milton.

[47] The commission of nine members, three of whom are appointed by the governor, three by the president of the Senate, and three by the speaker of the House, is to study the "feasibility and desirability of reorganizing the present activities of State Government concerning the conservation and development of resources." The commission was to report to the 1969 General Assembly. *S. L., 1967*, res. 80.

[48] The commission consists of seven members appointed by the governor for four-year terms. The governor designates one of the members of the commission as chairman. The commissioner of correction is appointed by the commission with the approval of the governor to serve a four-year term. *G. S.* 148-1; *S. L. 1967*, c. 996, s. 1. The reappointment refers to one who served on the State Prison Commission prior to the 1967 reorganization. Appointments made in 1965 were to the State Prison Commission.

[48a] Succeeded Linn D. Garibaldi.

[48b] Succeeded Carl W. Meares, resigned.

[48c] Succeeded Mrs. Eunice Ayers.

[48d] Succeeded C. M. Johnson, Jr., resigned.

[48e] Succeeded Reuben J. Dailey.

[48f] Succeeded Jack Moody.

[48g] Succeeded Fred Cates, resigned.

[49] With the amendment of the state constitution in 1962, the new judicial article required changes in the courts. This commission, charged with drafting legislation to implement the article, consists of fifteen members to be appointed jointly by the governor, the president of the Senate, the speaker of the House of Representatives, and the chairman of the House and Senate judiciary committees. At least eight of the members shall have served in the General Assembly. All serve until work is completed or not later than December 31, 1970. *S. L., 1963*, res. 73.

[49a] Succeeded John Alexander McMahon.

[49b] Succeeded Leonard W. Lloyd.

[49c] Succeeded Stephen B. Dolley, Jr.

[49d] Succeeded Staton P. Williams.

[50] The board is composed of thirteen members, ten of whom are appointed by the governor and confirmed by the General Assembly for eight-year terms. The lieutenant governor, the state treasurer, and the superintendent of public instruction serve as ex officio members. *Constitution of North Carolina*, Art. IX, s. 8; *G. S.* 115-3.

[50a] Succeeded Garland S. Garriss, deceased.

[50b] Succeeded Guy B. Phillips, deceased.

[51] The board is composed of fifteen members, nine of whom are appointed by the governor for six-year terms. One of the governor's appointees must be a member of the State Board of Education and no member shall be an officer or employee of the state. Other members are selected by specified boards of trustees and serve for two years. The director is appointed by the Board of Higher Education with the approval of the governor. *G. S.* 116-156, 116-163; *S. L., 1955*, c. 1186; *S. L., 1965*, c. 1096.

[51a] Succeeded W. J. Kennedy.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Addison H. Reese[51b]	Charlotte	6-30-65	6-30-71
J. P. Huskins[51c]	Statesville	6-30-65	6-30-71
Gordon H. Greenwood†	Black Mountain	6-30-65	6-30-69
Hubert M. Poteat, Jr.[51d]	Smithfield	6-30-65	6-30-69
John A. Pritchett[51e]	Windsor	6-30-65	6-30-69
Lindsay C. Warren, Jr.[51f]*	Goldsboro	6-30-65	6-30-67
		8-28-67	6-30-73
Mrs. Harry Horton†*	Pittsboro	6-30-65	6-30-67
		8-28-67	6-30-73
Samuel E. Duncan[51g]*	Salisbury	6-30-65	6-30-67
		8-28-67	6-30-73
John Paul Lucas, Jr.[51h]	Charlotte	6-30-65	6-30-71
Isaac H. Miller, Jr.[51i]	Greensboro	10-7-68	6-30-73

STATE EDUCATION ASSISTANCE AUTHORITY[52]

H. Edmunds White*	Davidson	1-19-66	1-18-68
		1-18-68	1-18-72
Victor E. Bell, Jr.	Raleigh	1-19-66	1-18-70
Mrs. Carrie W. Harper*	Greensboro	1-19-66	1-18-67
		7-21-67	1-18-71
George Watts Hill, Jr.	Durham	1-19-66	1-18-69
J. Russell Kirby	Wilson	1-19-66	1-18-69
Arthur D. Wenger*	Wilson	1-19-66	1-18-67
		7-21-67	1-18-71
Roger Gant, Jr.*	Glen Raven	1-28-66	1-18-68
		1-18-68	1-18-72

STATE BOARD OF ELECTIONS[53]

Malcolm B. Seawell, *chairman*[53a]	Chapel Hill	7-24-65	5-1-69
John G. Clark, Sr.[53b]	Greenville	7-24-65	5-1-69
Mrs. Robert W. Proctor[53c]	Marion	7-24-65	5-1-69
Hiram Ward†	Lexington	7-24-65	5-1-69
Paul Osborne[53d]	Wilkesboro	7-24-65	5-1-69
Lee C. Smith[53e]	Raleigh	7-28-66	5-1-69

ELECTION LAWS REVISION COMMISSION[54]

J. Max Thomas	Marshville	12-16-65	6-30-67
William Cathey Reeves	Weaverville	12-16-65	6-30-67
Garland Fred Steele, Jr.	Durham	12-16-65	6-30-67

THE GOVERNOR'S EXECUTIVE COMMITTEE ON EMPLOYMENT OF THE HANDICAPPED[55]

Gary C. Davis†*	High Point	9-16-65	6-30-68
		7-1-68	6-30-71
Stanley Frank†*	Greensboro	9-16-65	6-30-68
		7-1-68	6-30-71
William H. Ruffin†*	Durham	9-16-65	6-30-68
		7-1-68	6-30-71
James H. Semans†*	Durham	9-16-65	6-30-68
		7-1-68	6-30-71
Stephen H. Van Every†*	Charlotte	9-16-65	6-30-68
		7-1-68	6-30-71
Fred D. Hauser[55a]*	Winston-Salem	12-2-65	6-30-66
		7-15-66	6-30-69
Robert William Watkins†	Boone	7-15-66	6-30-69
Henry Belk†	Goldsboro	6-30-66	6-30-69
Mrs. Robert Boyd Lindsay[55b]	Chapel Hill	8-17-66	6-30-69

[51b] Succeeded W. A. Dees, Jr.; withdrew his acceptance 7-1-65.

[51c] Succeeded Mrs. H. B. Stein.

[51d] Succeeded J. R. Jordan, Jr.

[51e] Succeeded Dallas Herring.

[51f] Succeeded N. A. Aydlett.

[51g] Succeeded Joseph W. Grier, Jr.

[51h] Succeeded Addison H. Reese, who withdrew his appointment.

[51i] Succeeded Samuel E. Duncan, deceased.

[52] Seven members are appointed by the governor for four-year terms, following initial staggered terms. *S. L., 1965*, c. 1180; *G. S.* 116-203.

[53] The board consists of five members appointed by the governor for terms of four years each. Not more than three of the members may be of the same political party. *G. S.* 163-8.

[53a] Succeeded William Joslin as chairman.

[53b] Succeeded Warren Williams.

[53c] Succeeded Joseph Zaytoun.

[53d] Succeeded C. B. Hawkins.

[53e] Succeeded Malcolm B. Seawell, resigned.

[54] The commission was authorized by the 1965 General Assembly. Three members are appointed by the governor, three by the lieutenant governor, and three by the speaker of the House. The commission was to report to the 1967 General Assembly. *S. L., 1965*, res. 71.

[55] As organized by the 1961 General Assembly the committee consists of fifteen members to be appointed by the governor. After initial staggered terms, members are appointed for three-year terms. Ex officio members include the governor, the commissioner of labor, the commissioner of insurance, the chairman of the Employment Security Commission, and the director of vocational rehabilitation. *G. S.* 143-283.5; *S. L., 1961*, c. 981.

[55a] Succeeded James Allen.

[55b] Succeeded Mrs. George Nicholson.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Mrs. James T. Chappell[55c]	Candler	7-15-66	6-30-69
Joseph Eugene Bryson[55d]	Greensboro	9-14-67	6-30-70
Edwin E. Kirton[55e]	Wilmington	9-19-67	6-30-70
John B. Hatfield†	Greensboro	9-19-67	6-30-70
G. Maurice Hill†	Morganton	9-19-67	6-30-70
Louis Woodbury, Jr.†	Wilmington	9-19-67	6-30-70

EMPLOYMENT SECURITY COMMISSION[56]

Henry Eli Kendall, *chairman*†	Raleigh	8-9-65	7-1-69
R. Dave Hall[56a]	Belmont	1-15-65	7-1-67
		8-8-67	7-1-71
Harold F. Coffey[56b]	Lenoir	10-6-65	7-1-69
Samuel F. Teague[56c]	Raleigh	10-6-65	7-1-69
James Ward Seabrook†	Fayetteville	10-6-65	7-1-69
Billy Earl Andrews†	Durham	8-8-67	7-1-71
Charles L. Hunley†	Monroe	8-8-67	7-1-71

EMPLOYMENT SECURITY COMMISSION ADVISORY COUNCIL[57]

Mrs. M. Edmund Aycock[57a]	Raleigh	12-23-68	Pleasure of the governor
Joseph D. Ross, Jr.[57b]	Asheboro	12-23-68	Pleasure of the governor
Carroll V. Singleton[57c]	Henderson	12-23-68	Pleasure of the governor

EXECUTIVE MANSION FINE ARTS COMMISSION[58]

Mrs. Dan K. Moore*	Raleigh	7-31-67	6-30-68
		7-1-68	6-30-72
Thomas S. Kenan III*	Durham	7-31-67	6-30-68
		7-1-68	6-30-72
Charles W. Stanford, Jr.*	Raleigh	7-31-67	6-30-68
		7-1-68	6-30-72
Mrs. Jack H. Brown	Greensboro	7-31-67	6-30-69
Mrs. John A. Kellenberger	Greensboro	7-31-67	6-30-69
Mrs. James J. Harris	Charlotte	7-31-67	6-30-69
Mrs. William H. Williamson III	Charlotte	7-31-67	6-30-69
Leslie N. Boney, Jr.	Wilmington	7-31-67	6-30-70
Mrs. John Harden	Greensboro	7-31-67	6-30-70
Mrs. Frank H. Keener	Asheville	7-31-67	6-30-70
James Wesley York, Jr.	Raleigh	7-31-67	6-30-70
Henry A. Foscue	High Point	8-2-67	6-30-71

Mrs. Philip Howerton	Matthews	8-2-67	6-30-71
Ralph P. Hanes	Winston-Salem	7-31-67	6-30-71
Mrs. William T. Joyner, Jr.	Raleigh	8-2-67	6-30-71
Mrs. Robert W. Scott[58a]	Haw River	12-2-68	6-30-72
Mrs. James H. Semans, *chairman**	Durham	7-1-68	6-30-72

BOARD OF TRUSTEES OF THE NORTH CAROLINA FIREMEN'S PENSION FUND[59]

H. Clifton Blue†	Aberdeen	9-14-67	6-30-71
James R. Jamison, Jr.[59a]	Charlotte	9-14-67	6-30-71
Henry O'Briant[59b]	Roxboro	9-14-67	6-30-71
I. Miller Warren[59c]	Plymouth	7-29-68	6-30-71

BOARD OF DIRECTORS OF THE FLUE-CURED TOBACCO COOPERATIVE STABILIZATION CORPORATION[60]

E. Y. Floyd†	Raleigh	7-11-66	7-1-69

FRYING PAN LIGHTSHIP MARINE MUSEUM COMMISSION[61]

C. Bion Sears	Whiteville	6-28-68	6-30-69
Hugh MacRae II	Wilmington	6-28-68	6-30-70

[55c] Succeeded Mrs. Lucille Clasz.

[55d] Succeeded W. C. Boren III.

[55e] Succeeded John A. Tate, Jr.

[56] The commission consists of seven members appointed by the governor for four-year terms. The chairman, appointed also by the governor for a four-year term, shall not engage in any other business, vocation, or employment. *G. S.* 96-3.

[56a] Succeeded Charles T. Kivett, resigned.

[56b] Succeeded Thomas Bernard O'Conner.

[56c] Succeeded Horace E. Stacy, Jr.

[57] Membership is composed of an equal number of employers and employees who are representative of their vocation, employment, or affiliation, and such public members as may be designated. *G. S.* 96-4 (e).

[57a] Succeeded J. W. Seabrook.

[57b] Succeeded A. L. Tait, deceased.

[57c] Succeeded W. B. Horton, deceased.

[58] Sixteen members serve for four-year terms; the governor appoints the chairman. *G. S.* 143-409; *S. L., 1967*, c. 273.

[58a] Succeeded Mrs. Dan K. Moore, resigned.

[59] The board consists of five members, three of whom are appointed by the governor for four-year terms, and two of whom are ex officio: the state insurance commissioner and the state auditor. Of the appointive members, one must be a paid fireman, one a volunteer fireman, and one a representative of the public at large. *G. S.* 118-19; *S. L., 1959*, c. 1212.

[59a] Succeeded Berry C. Gibson.

[59b] Succeeded I. Miller Warren.

[59c] Succeeded Henry O'Briant, deceased.

[60] One member of this board is appointed for a three-year term by the director of the Agricultural Extension Service or any other public official or commission, in this case, the governor. *G. S.* 54-146 (b); *S. L., 1963*, c. 1168, s. 11.

[61] The commission, created by the 1967 General Assembly, consists of two members appointed by the governor and five by the board of aldermen of the city of Southport. Following the expiration of initial staggered terms, members serve for three years. *G. S.* 143-369.1; *S. L., 1967*, c. 1216.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
GASOLINE AND OIL INSPECTION BOARD[62]			
Robert E. Allison[62a]	Waynesville	12-13-65	Pleasure of the governor
William Archie Cobb	Ruffin	12-13-65	Pleasure of the governor
David W. Royster, Sr.[62b]	Shelby	12-13-65	Pleasure of the governor
GENERAL STATUTES COMMISSION[63]			
John Thomas Page, Jr.[63a]	Rockingham	8-18-65	5-31-67
Thomas A. Uzzell, Jr.[63b]	Asheville	6-3-65	5-31-67
J. Max Thomas[63c]	Marshville	9-1-67	5-31-69
R. Bruce White, Jr.[63d]	Durham	7-21-67	5-31-69
GEORGE WASHINGTON STATUE COMMISSION[64]			
Mrs. Nancy Winbon Chase[64a]	Eureka	8-31-67	6-20-71
Mrs. Albert G. Edwards†	Raleigh	8-31-67	6-20-71
Edwin M. Gill†	Raleigh	8-31-67	6-20-71
Louise Hall†	Durham	8-31-67	6-20-71
R. O. Everett†	Durham	8-31-67	6-20-71
Mrs. Ernest L. Ives†	Southern Pines	8-31-67	6-20-71
John R. Jordan, Jr.†	Raleigh	8-31-67	6-20-71
John Kellenberger†	Greensboro	8-31-67	6-20-71
Hector MacLean, *chairman*†	Lumberton	8-31-67	6-20-71
Annie S. Ramsey†	Raleigh	8-31-67	6-20-71
C. Paul Roberts†	Durham	8-31-67	6-20-71
Mrs. John L. Sanders†	Chapel Hill	8-31-67	6-20-71
Joseph C. Sloane†	Chapel Hill	8-31-67	6-20-71
Ben F. Williams†	Raleigh	8-31-67	6-20-71
Harry Gatton	Raleigh	11-7-68	6-20-71
NORTH CAROLINA GOOD NEIGHBOR COUNCIL[65]			
D. S. Coltrane, *chairman*†*	Raleigh	9-30-65 9-15-67	Pleasure of the governor
James T. Taylor†*[65a]	Durham	9-30-65 9-15-67	Pleasure of the governor
Thompson Greenwood†*	Raleigh	9-30-65 11-2-67	Pleasure of the governor

G. K. Butterfield†*	Wilson	9-30-65 11-2-67	Pleasure of the governor
Mrs. Geneva J. Bowe†*	Murfreesboro	9-30-65 11-2-67	Pleasure of the governor
Clark S. Brown†	Winston-Salem	9-30-65	Pleasure of the governor
J. W. Pate, Jr.†*	Fayetteville	9-30-65 9-15-67	Pleasure of the governor
Marshall Arthur Rauch†*	Gastonia	9-30-65 9-15-67	Pleasure of the governor
John Sylvester Stewart†*	Durham	9-30-65 9-15-67	Pleasure of the governor
J. Marse Grant	Raleigh	9-30-65 9-15-67	Pleasure of the governor
John R. Larkins†	Raleigh	9-30-65	Pleasure of the governor
Mrs. Geneva B. Hamilton†*	Goldsboro	9-30-65 9-15-67	Pleasure of the governor
J. P. Strother†	Kinston	9-30-65	Pleasure of the governor
John H. Wheeler†	Durham	9-30-65	Pleasure of the governor
E. R. Zane†	Greensboro	9-30-65	Pleasure of the governor
Ernest W. Ross†	Albemarle	9-30-65	Pleasure of the governor
Robert J. Brown†*	High Point	9-30-65 9-15-67	Pleasure of the governor

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[62] The board is composed of five members, of whom three are appointed by the governor and two serve ex officio: the commissioner of agriculture, the director of the Gas and Oil Inspection Division. *G. S.* 119-26.

[62a] Succeeded Walter C. Jones, Jr.

[62b] Succeeded E. W. McDaniel.

[63] The commission is made up of nine members appointed for two-year terms as follows: one each by the president of the North Carolina State Bar, one by the General Statutes Commission, one each by the deans of the law schools of Duke University, Wake Forest University, and the University of North Carolina at Chapel Hill, one each by the president of the Senate and the speaker of the House of Representatives of the General Assembly, and two by the governor. *G. S.* 164-14; *S. L., 1967*, c. 1230.

[63a] Succeeded Robin L. Hinson.

[63b] Succeeded Richard S. Clark.

[63c] Succeeded John Thomas Page, Jr.

[63d] Succeeded Thomas A. Uzzell.

[64] As established by an act of the 1963 General Assembly, the commission consists of eighteen members, fifteen of whom are appointed by the governor for terms of four years each. The superintendent of the Department of Public Instruction, the director of Conservation and Development, and the director of the Department of Archives and History serve as ex officio members. *S. L., 1963*, c. 1082, s. 1.

[64a] Succeeded W. Lunsford Crew.

[65] The Good Neighbor Council, organized during the Sanford administration, was made a statutory body in 1967. Twenty members are appointed by the governor to serve at his pleasure; the chairman and vice-chairman are appointed by the governor from the membership. The council makes a biennial report to the governor and General Assembly. *G. S.* 143-416, 143-417; *S. L., 1967*, c. 992. Reappointments and 1965 appointments refer to members of the nonstatutory council which preceded passage of the 1967 legislation.

[65a] Succeeded David S. Coltrane, deceased, as acting chairman, 11-13-68.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Mrs. Charles E. Dameron, Jr.†*	Asheville	9-30-65	Pleasure of the governor
		9-15-67	
L. P. Armstrong	Rocky Mount	9-30-65	Pleasure of the governor
James E. Cheek*	Raleigh	9-15-65	Pleasure of the governor
		9-15-67	
Henry Belk	Goldsboro	9-30-65	Pleasure of the governor
Herbert McKim	Wilmington	9-30-65	Pleasure of the governor
Robert M. Whitehead	New Bern	9-30-65	Pleasure of the governor
William Kellon Quick*	Greenville	9-30-65	Pleasure of the governor
		9-15-67	
Andrew Arthur Best*	Greenville	9-30-65	Pleasure of the governor
		9-15-67	
J. J. Harrington	Lewiston	9-30-65	Pleasure of the governor
James L. Gilliam	Windsor	9-30-65	Pleasure of the governor
A. W. Houtz	Elizabeth City	9-30-65	Pleasure of the governor
Robert Sambelson	Smithfield	9-30-65	Pleasure of the governor
Nell Hirschberg	Raleigh	9-30-65	Pleasure of the governor
Phin Horton III	Shelby	9-30-65	Pleasure of the governor
Frank Deviver	Durham	9-30-65	Pleasure of the governor
George H. Evans	Greensboro	9-30-65	Pleasure of the governor
Charles W. Phillips	Greensboro	9-30-65	Pleasure of the governor
Mrs. Ranson Mosely Middleton	Lexington	9-30-65	Pleasure of the governor
Carlyle B. Lewis	Madison	9-30-65	Pleasure of the governor
Irving Hamilton	High Point	9-30-65	Pleasure of the governor
Voit Gilmore	Southern Pines	9-30-65	Pleasure of the governor
O. Tom Blanks	Lumberton	9-30-65	Pleasure of the governor
J. S. Simmons	Sanford	9-30-65	Pleasure of the governor
Fred Douglas Alexander*	Charlotte	9-30-65	Pleasure of the governor
		9-15-67	
James Pierce	Charlotte	9-30-65	Pleasure of the governor
Robert Holt	Plymouth	9-30-65	Pleasure of the governor
Weldon Weir	Asheville	9-30-65	Pleasure of the governor
E. T. Moore	Hickory	9-30-65	Pleasure of the governor
James Mac Morrow, Jr.	Mooresville	9-30-65	Pleasure of the governor
Glenn F. Webb	Wadesboro	9-30-65	Pleasure of the governor
William M. Littlejohn	Statesville	9-30-65	Pleasure of the governor

Tully D. Blair	Winston-Salem	9-30-65	Pleasure of the governor
Mrs. Rita Lee	Asheville	9-30-65	Pleasure of the governor
Joe C. Matthews	Yadkinville	9-30-65	Pleasure of the governor
Warren Carr	Winston-Salem	9-30-65	Pleasure of the governor
Charles M. Lowe	Charlotte	9-30-65	Pleasure of the governor
D. Livingstone Stallings	New Bern	9-30-65	Pleasure of the governor
J. A. Griggs	Reidsville	11-23-65	Pleasure of the governor
William S. Page	Kinston	3-24-66	Pleasure of the governor
English Jones	Pembroke	9-15-67	Pleasure of the governor
Carl H. Russell, Sr.	Winston-Salem	9-15-67	Pleasure of the governor
Joseph L. Berry	Greensboro	9-15-67	Pleasure of the governor
Millard Samuel Hayworth	Rocky Mount	9-15-67	Pleasure of the governor
Floyd C. Trexler	Hickory	9-15-67	Pleasure of the governor
Ray Killian	Charlotte	9-15-67	Pleasure of the governor
Robert B. Spivey	Windsor	9-15-67	Pleasure of the governor

Advisory Committee of the North Carolina Good Neighbor Council[66]

E. R. Zane	Burlington	11-2-67	Pleasure of the governor
Charles W. Phillips	Greensboro	11-2-67	Pleasure of the governor
Cecil Bishop	Greensboro	11-2-67	Pleasure of the governor
W. I. Morris	Greensboro	11-2-67	Pleasure of the governor
J. A. Griggs	Reidsville	11-2-67	Pleasure of the governor
Mrs. Savannah LeSure	Madison	11-2-67	Pleasure of the governor
Carlyle B. Lewis	Madison	11-2-67	Pleasure of the governor
George K. Butterfield	Wilson	11-2-67	Pleasure of the governor
Henry Belk	Goldsboro	11-2-67	Pleasure of the governor
Robert Holt	Plymouth	11-2-67	Pleasure of the governor
Leonard C. Cooper	Warrenton	11-2-67	Pleasure of the governor
Nell Hirschberg	Raleigh	11-2-67	Pleasure of the governor
John R. Larkins	Raleigh	11-2-67	Pleasure of the governor
Charles W. Ward	Raleigh	11-2-67	Pleasure of the governor
Thompson Greenwood	Raleigh	11-2-67	Pleasure of the governor
O'Kelley Whitaker	Salisbury	11-2-67	Pleasure of the governor
Eugene B. Turner	Lumberton	11-2-67	Pleasure of the governor
David B. Jenkins	Rockingham	11-2-67	Pleasure of the governor
W. W. Hoffler	Elizabeth City	11-2-67	Pleasure of the governor

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[66] **The 1967 General Assembly empowered the governor to appoint an advisory committee to the Good Neighbor Council.** *G. S.* 143-421; *S. L., 1967*, c. 992, s. 6.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
William D. Bryant	Wilmington	11-2-67	Pleasure of the governor
Herbert McKim	Wilmington	11-2-67	Pleasure of the governor
L. P. Armstrong	Rocky Mount	11-2-67	Pleasure of the governor
Joseph B. O'Shields	Charlotte	11-2-67	Pleasure of the governor
John House	Robersonville	11-2-67	Pleasure of the governor
J. P. Strother	Kinston	11-2-67	Pleasure of the governor
J. S. Simmons	Sanford	11-2-67	Pleasure of the governor
Robert F. Sambleson	Smithfield	11-2-67	Pleasure of the governor
William M. Littlejohn	Statesville	11-2-67	Pleasure of the governor
Mrs. Geneva Bowe	Murfreesboro	11-2-67	Pleasure of the governor
Joseph Parker	Ahoskie	11-2-67	Pleasure of the governor
A. C. Cofield	Weldon	11-2-67	Pleasure of the governor
H. L. Mitchell	Gatesville	11-2-67	Pleasure of the governor
Martin T. Schaeffer	Lexington	11-2-67	Pleasure of the governor
Morris Brenner	Winston-Salem	11-2-67	Pleasure of the governor
J. T. McMillan	Winston-Salem	11-2-67	Pleasure of the governor
O. Arthur Kirkman	High Point	11-2-67	Pleasure of the governor
John H. Wheeler	Durham	11-2-67	Pleasure of the governor
Marty Pierson	Durham	11-2-67	Pleasure of the governor
D. Livingstone Stallings	New Bern	11-2-67	Pleasure of the governor
Phin Horton III	Shelby	11-2-67	Pleasure of the governor
Charles Waddell	Black Mountain	11-2-67	Pleasure of the governor
Robert Busey	Asheville	11-2-67	Pleasure of the governor
Weldon Weir	Asheville	11-2-67	Pleasure of the governor
John P. Holt	Asheville	11-2-67	Pleasure of the governor
Ralph Bowman	Hickory	11-2-67	Pleasure of the governor
Alfonso V. Evans	Hickory	11-2-67	Pleasure of the governor
James Gilliam	Windsor	11-2-67	Pleasure of the governor
Joseph Julian Harrington	Lewiston	11-2-67	Pleasure of the governor
F. J. Cloud	Wadesboro	11-2-67	Pleasure of the governor

GUILFORD COUNTY BICENTENNIAL COMMISSION[67]

James G. Exum, Jr.	Greensboro	1-29-68	Termination by resolution of Guilford commissioners or by 12-31-73 at latest.

Mrs. Shannon T. Lambeth II	Greensboro	3-13-68	Termination by resolution of Guilford commissioners or by 12-31-73 at latest.
Thomas E. Wagg III	Greensboro	1-29-68	Termination by resolution of Guilford commissioners or by 12-31-73 at latest.

STATE BOARD OF HEALTH[68]

Lenox D. Baker†	Durham	7-15-65	5-1-69
A. P. Cline, Sr.[68a]	Canton	7-15-65	5-1-69
J. M. Lackey[68b]	Hiddenite	7-15-65	5-1-69
Earl H. Tate[68c]	Lenoir	8-25-67	5-1-71
B. W. Dawsey†	Gastonia	8-25-67	5-1-71
Ernest A. Randleman, Jr.[68d]	Mount Airy	10-30-67	5-1-71

HEALTH INSURANCE ADVISORY BOARD[69]

Frank Woodson Jones†*	Newton	12-13-65	9-15-67
		11-6-67	9-15-71
Joseph Edward Barnes†*	Raleigh	12-13-65	9-15-67
		11-6-67	9-15-69
Hubert Francis Ledford†*	Raleigh	12-13-65	9-15-67
		11-6-67	9-15-69
Carlie Bernard Sessoms[69a]*	Durham	12-13-65	9-15-67
		11-6-67	9-15-71
Mrs. Norman P. Stone[69b]*	Winston-Salem	12-13-65	9-15-67
		11-6-67	9-15-69
Micou Farrar Browne[69c]*	Raleigh	12-13-65	9-15-67
		11-6-67	9-15-71

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[67] Membership consists of three appointees of the governor, twelve by the Guilford County commissioners, and ten ex officio. *S. L.*, 1967, c. 548.

[68] The board is composed of nine members serving terms of four years each, five of whom are appointed by the governor and four of whom are elected by the North Carolina Medical Society. One of the members appointed by the governor shall be a licensed pharmacist, one a reputable dairyman, one a licensed dentist, and one a licensed veterinarian. *G. S.* 130-4, 130-5; *S. L.*, *1957*, c. 1357, s. 1.

[68a] Succeeded Glenn Hooper.

[68b] Succeeded David Townley Redfearn.

[68c] Succeeded S. G. Koonce.

[68d] Succeeded Earl H. Tate, resigned.

[69] As authorized by the 1961 General Assembly, the board consists of ten members, nine of whom are appointed by the governor for two-year terms and one of whom is the commissioner of insurance of North Carolina who serves as ex officio member. Five of the appointive members must be from the public at large and four are appointed from the insurance industry upon recommendation of the commissioner of insurance. *G. S.* 58-262.1, 58-262.2; *S. L.*, *1961*, c. 1044.

[69a] Succeeded C. Cecil Duncan.

[69b] Succeeded John C. Williamson.

[69c] Succeeded John T. Manning.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Earl Henry Tate[69d]	Lenoir	12-13-65	9-15-67
Arthur Watts Clark[69e]	Durham	12-13-65 11-6-67	9-15-67 9-15-69
Ogburn Fletcher Stafford†*	Greensboro	1-24-66 11-6-67	9-15-67 9-15-71
J. Elvin Jackson[69f]	Carthage	11-6-67	9-15-69
STATE HIGHWAY COMMISSION[70]			
Joseph M. Hunt, Jr., *chairman*[70a]	Greensboro	7-1-65	6-30-69
Don Matthews[70b]	Hamilton	7-1-65	6-30-69
B. Cameron Langston[70c]	Grifton	7-1-65	6-30-69
Ashley M. Murphy[70d]	Atkinson	7-1-65	6-30-69
Carl Renfro[70e]	Wilson	7-1-65	6-30-69
J. B. Brame[70f]	Durham	7-1-65	6-30-69
Carl Meares[70g]	Fair Bluff	7-1-65	6-30-69
Thomas S. Harrington[70h]	Leaksville	7-1-65	6-30-69
John F. McNair III[70i]	Laurinburg	7-1-65	6-30-69
George L. Hundley[70j]	Thomasville	7-1-65	6-30-69
George Broadrick[70k]	Charlotte	7-1-65	6-30-69
J. Raymond Smith[70l]	Mount Airy	7-1-65	6-30-69
W. B. Garrison, Sr.[70m]	Gastonia	7-1-65	6-30-69
James G. Stikeleather, Jr.[70n]	Asheville	7-1-65	6-30-69
W. Curtis Russ[70o]	Waynesville	7-1-65	6-30-69
W. Wilson Exum[70p]	Snow Hill	12-5-66	6-30-69
HISTORIC BATH COMMISSION[71]			
Mrs. William W. Studdert[71a]	Washington	2-16-65 5-4-66	Pleasure of the governor 6-30-71
Edmund H. Harding, *chairman*[71b]	Washington	2-12-65 5-4-66	Pleasure of the governor 6-30-71
William Harold Butt†	Charleston, S. C.	7-4-66 9-14-67	6-30-67 6-30-72
Grayson H. Harding†	Edenton	5-4-66 9-14-67	6-30-67 6-30-72
Mrs. John W. Labouisse†	Durham	5-4-66 9-14-67	6-30-67 6-30-72

Mrs. Fred W. Morrison†	Washington, D. C.	5-4-66	6-30-67
		9-14-67	6-30-72
Mrs. Archie Burrus[71c]	Manteo	7-1-66	6-30-71
Mrs. Robert G. Hayes[71d]	Concord	5-4-66	6-30-71
Mrs. G. W. Marsh†	Bath	5-4-66	6-30-71
Mrs. Philip P. Godwin[71e]	Gatesville	7-1-66	6-30-70
Mrs. Thorne Gregory[71f]	Scotland Neck	7-1-66	6-30-70
Mrs. W. R. Roberson, Jr.[71g]	Washington	7-1-66	6-30-70
Mrs. William Rumley, Jr.†	Washington	5-4-66	6-30-70
Wayland J. Sermons†	Washington	5-4-66	6-30-70
Mrs. George Maurice Morris†	Washington, D. C.	5-4-66	6-30-69
Alexander C. D. Noe	Bath	5-4-66	6-30-69
C. Wingate Reed†	Washington	5-4-66	6-30-69
Mrs. Walter Stearns†	Raleigh	5-4-66	6-30-69

[69d] Succeeded Mrs. Stella Spencer.

[69e] Succeeded Watts Hill, Jr.

[69f] Succeeded Earl H. Tate.

[70] The 1965 General Assembly provided for a reorganization of the State Highway Commission. A chairman and fourteen members are appointed by the governor for four-year terms. One commissioner shall reside in each of the fourteen engineering districts. The former commission was made up of a chairman and eighteen members, which explains the replacement of two people with one appointment. *G. S.* 136-1; *S. L., 1961*, c. 232, s. 1; *S. L., 1965*, c. 55, s. 1.

[70a] Succeeded Merrill Evans.

[70b] Succeeded J. G. Wood.

[70c] Succeeded Arthur Graham Elliott.

[70d] Succeeded Graham Phillips and Duncan McLauchlin Faircloth.

[70e] Succeeded David Worth Joyner.

[70f] Succeeded Clifton Benson.

[70g] Succeeded Thomas Rodwell McLean.

[70h] Succeeded J. G. W. MacLamroc.

[70i] Succeeded J. Elsie Webb and William Edwin Horner.

[70j] Succeeded James Kirk Glenn.

[70k] Succeeded Paul Reid Younts.

[70l] Succeeded Cyrus Watson Brame.

[70m] Succeeded John Clinton Newton and E. Murray Tate, Jr.

[70n] Succeeded Jackson B. Kirksey and John O. Buchanan.

[70o] Succeeded Ted Jordan.

[70p] Succeeded B. Cameron Langston.

[71] The 1965 General Assembly rewrote the law relating to the Bath Commission so as to provide for a membership of twenty-five, serving five-year terms, with the addition of the mayor of the town of Bath, the director of the State Department of Archives and History, and the chairman of the Beaufort County Board of Commissioners as ex officio members. *S. L., 1965*, c. 353.

[71a] Succeeded William W. Studdert, deceased.

[71b] Reappointed chairman of commission.

[71c] Succeeded Mrs. Harry McMullan.

[71d] Succeeded Mrs. Emily H. Warren.

[71e] Succeeded Mrs. Luther H. Hodges.

[71f] Succeeded Mrs. Edward Pryor.

[71g] Succeeded Mrs. James A. Stenhouse.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Mrs. William P. Mayo[71h]	Washington	7-1-66	6-30-69
Russell Clark[71i]	Tarboro	9-14-67	6-30-72
Milo L. Gibbs†	Washington	7-1-68	6-30-73
Herbert R. Paschal, Jr.†	Greenville	7-1-68	6-30-73
Henry C. Bridgers[71j]	Tarboro	7-1-68	6-30-69
Daniel Murray Paul†	Atlanta, Georgia	7-1-68	6-30-73
Elizabeth W. Thompson†	Raleigh	7-1-68	6-30-73
Mrs. Claude E. Venters†	Bath	7-1-68	6-30-73
EDENTON HISTORICAL COMMISSION[72]			
Mrs. Pembroke Nash[72a]	Tarboro	11-20-67	Pleasure of the governor
Lloyd Griffin	Edenton	11-7-68	Pleasure of the governor
A. L. Honeycutt	Raleigh	11-7-68	Pleasure of the governor
HISTORIC HILLSBOROUGH COMMISSION[73]			
Alexander Hawkins Graham†	Hillsborough	10-15-65	5-1-71
James Webb†	Greensboro	10-15-65	5-1-71
Mrs. S. R. Prince†	Reidsville	10-15-65	5-1-71
Mary Belle Forrest†	Hillsborough	10-15-65	5-1-71
Mrs. Fred Cates, Jr.[73a]	Hillsborough	10-15-65	5-1-71
Hugh Conway Browning[73b]	Hillsborough	10-15-65	5-1-71
James H. Coman, Jr.[73c]	Hillsborough	10-15-65	5-1-71
Joe P. Hughes[73d]	Hillsborough	10-15-65	5-1-71
Lucius M. Cheshire[73e]	Hillsborough	10-15-65	5-1-71
George Watts Hill, Sr.[73f]*	Durham	10-5-66	5-1-67
		9-8-67	5-1-73
Chandler H. Cates[73g]	Hillsborough	9-8-67	5-1-73
Bonner Sawyer[73h]	Hillsborough	9-8-67	5-1-73
Charles H. Blake[73i]	Hillsborough	9-8-67	5-1-73
E. Wilson Cole†	Hillsborough	9-8-67	5-1-73
James M. Johnston†	Washington, D. C.	9-8-67	5-1-73
Mrs. John W. Labouisse†	Durham	9-8-67	5-1-73
James G. W. MacLamroc†	Greensboro	9-8-67	5-1-73
Henry W. Moore†	Hillsborough	9-8-67	5-1-73
Robert J. Murphy†	Hillsborough	9-8-67	5-1-73
Mangum Weeks†	Alexandria, Va.	9-8-67	5-1-73

Rebecca B. Wall[73j]	Hillsborough	9-8-67	5-1-73
Hunter Sweaney[73k]	Durham	9-8-67	5-1-73

Historic Murfreesboro Commission[74]

W. S. Tarlton*	Raleigh	11-20-67	3-7-68
		7-2-68	3-7-73
Joseph M. Parker*	Ahoskie	11-20-67	3-7-68
		7-2-68	3-7-73
Mrs. O. W. Pittman	Ahoskie	11-20-67	3-7-69
Bob F. Hill	Murfreesboro	11-20-67	3-7-69
Mrs. James M. Harper	Southport	11-20-67	3-7-69
Mrs. A. Pilston Godwin, Jr.	Raleigh	11-20-67	3-7-69
John W. Gatling	Asheville	11-20-67	3-7-69
Mrs. Irwin Belk	Charlotte	11-20-67	3-7-69
Gilbert T. Stephenson	Pendleton	11-20-67	3-7-70
E. Frank Stephenson, Jr.	Murfreesboro	11-20-67	3-7-70
Clarence Parker	Woodland	11-20-67	3-7-70
Walter C. Lackey	Murfreesboro	11-20-67	3-7-70
Frank H. Kenan	Durham	11-20-67	3-7-70

[71h] Succeeded Mrs. Samuel N. Clark.

[71i] Succeeded Mrs. Ernest Ives, resigned.

[71j] Succeeded Mrs. George M. Morris, resigned.

[72] As established by the 1961 General Assembly, the commission consists of not less than fifteen members to be appointed by the governor, as well as three ex officio members: the mayor of Edenton, the chairman of the Board of Commissioners of Chowan County, and the director of the Department of Archives and History. The governor's appointees serve at his pleasure. *S. L., 1961*, c. 1009, s. 1; *S. L., 1963*, c. 198.

[72a] Succeeded Mrs. Frank Graham, deceased.

[73] As established by the 1963 General Assembly, the commission for the preservation and restoration of historic Hillsborough consists of not less than fifteen members appointed by the governor. After initial staggered terms, members serve for six years. Ex officio members include the mayor of Hillsborough; the chairman of the Board of Commissioners, the register of deeds, and the clerk of superior court of Orange County; and the director of the State Department of Archives and History. *S. L., 1963*, c. 196, s. 1.

[73a] Succeeded Mrs. A. B. Stoney.

[73b] Succeeded Mary Henderson.

[73c] Succeeded Voit Gilmore.

[73d] Succeeded William S. Powell.

[73e] Succeeded Ralph H. Scott

[73f] Succeeded Victor S. Bryant, Sr., resigned.

[73g] Succeeded Mrs. Ernest L. Ives.

[73h] Succeeded John A. Kellenberger.

[73i] Succeeded Victor S. Bryant, Sr.

[73j] Succeeded James M. Johnston, deceased.

[73k] Succeeded J. C. Webb.

[74] The commission was created by the 1967 General Assembly. In addition to appointive members are ex officio members: mayor of town of Murfreesboro, president of Chowan College, chairman of the Hertford County Board of Commissioners, and director of the State Department of Archives and History. *S. L., 1967*, c. 18.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Helen Barnes	Murfreesboro	11-20-67	3-7-70
Harry W. Whitley	Murfreesboro	11-20-67	3-7-71
Mrs. Lillian Robinson	Littleton	11-20-67	3-7-71
John W. Parker	Chapel Hill	11-20-67	3-7-71
Julian Myrick	New York	11-20-67	3-7-71
Edwin P. Brown, Sr., *chairman*	Murfreesboro	11-20-67	3-7-71
Mrs. John Barrow	Ahoskie	11-20-67	3-7-71
Mrs. Lois Vann Wynn	Murfreesboro	11-20-67	3-7-72
Mrs. R. H. Underwood	Murfreesboro	11-20-67	3-7-72
Mrs. John S. Lawrence	Raleigh	11-20-67	3-7-72
Thomas C. Ellis	Raleigh	11-20-67	3-7-72
Charles J. Dunn	Raleigh	11-20-67	3-7-72
Archie K. Davis	Winston-Salem	11-20-67	3-7-72
Micou Farrar Browne	Raleigh	7-2-68	3-7-73
Arthur J. P. Edwards	Raleigh	7-2-68	3-7-73
H. L. Evans, Jr.	Murfreesboro	7-2-68	3-7-73
Thomas C. Parramore	Raleigh	7-2-68	3-7-73

HISTORIC SITES ADVISORY COMMITTEE[75]

Ray S. Wilkinson[75a]*	Raleigh	4-13-65	7-1-67
		8-7-67	7-1-71
Mrs. P. P. McCain†	Wilson	8-7-67	7-1-71
James McClure Clarke†	Asheville	8-7-67	7-1-71

NORTH CAROLINA INDUSTRIAL COMMISSION[76]

William F. Marshall, Jr.[76a]	Danbury	1-2-66	5-1-71
Forrest H. Shuford II†	Raleigh	8-7-67	5-1-73

NORTH CAROLINA INDUSTRIAL DEVELOPMENT FINANCING AUTHORITY[77]

Wilbur Clark, *chairman*	Fayetteville	8-7-67	7-31-69
J. Carlton Fleming	Charlotte	8-7-67	7-31-71
P. Huber Hanes, Jr.	Winston-Salem	8-7-67	7-31-72
David L. Ward, Jr.	New Bern	8-7-67	7-31-70
Frank H. Kenan	Durham	8-7-67	7-31-68

INSURANCE ADVISORY BOARD[78]

W. W. Forehand[78a]	Shiloh	12-10-65	9-1-69
Larry P. Eagles[78b]	Tarboro	12-10-65	9-1-69
Edwin McCracken Haynes[78c]	Canton	12-10-65	9-1-69
Max O. Welborn†	Yadkinville	11-7-67	9-1-71
H. P. Mobley†	Williamston	11-7-67	9-1-71
Robert C. Deyton†	Raleigh	11-7-67	9-1-71

COMMISSION TO CONSIDER MEANS OF FURTHERING THE INTERNATIONAL INTERESTS OF NORTH CAROLINA[79]

Archie K. Davis, *chairman*	Winston-Salem	7-19-68	Pleasure of the governor
Joel B. New	Greensboro	7-19-68	Pleasure of the governor
Keener C. Frazer	Chapel Hill	7-19-68	Pleasure of the governor
John H. Wheeler	Durham	7-19-68	Pleasure of the governor
E. N. Richards	Raleigh	7-19-68	Pleasure of the governor
J. Edgar Kirk	Raleigh	7-19-68	Pleasure of the governor
R. Taylor Cole	Durham	7-19-68	Pleasure of the governor
G. Maurice Hill	Drexel	7-19-68	Pleasure of the governor
Peter Browne Ruffin	Wilmington	7-19-68	Pleasure of the governor
Dan E. Stewart	Raleigh	7-19-68	Pleasure of the governor
William Noland	Greensboro	7-19-68	Pleasure of the governor

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[75] As created by the 1963 General Assembly the committee consists of seven members, which include the following ex officio members: the state budget officer, the chairman of the department of history of the University of North Carolina at Chapel Hill, dean of the school of design of North Carolina State University, and the director of the Department of Conservation and Development. Of the three gubernatorial appointive members who serve four-year terms, one must reside in the eastern section of the state, one in the Piedmont, and one in the western section of the state. *G. S.* 121-8.1; *S. L., 1963*, c. 210, s. 2.

[75a] Succeeded James A. Stenhouse.

[76] The commission is composed of three members, including the chairman, appointed by the governor for six-year terms. *G. S.* 97-77.

[76a] Succeeded Grady Mercer, resigned.

[77] The authority consists of seven members, five of whom are appointed by the governor and two ex officio members being the state treasurer and the chairman of the Board of Conservation and Development. Following initial staggered terms, members serve five years. *S. L., 1967*, c. 535.

[78] The board is composed of seven members, six of whom are appointed by the governor and one of whom, the commissioner of insurance, is an ex officio member and chairman. Appointments and reappointments are for four-year terms. The governor appoints members to fill any unexpired term of office and may remove members when he feels the public interest requires such action. *G. S.* 58-27.1.

[78a] Succeeded J. Leslie Atkins, Jr.

[78b] Succeeded H. Ralston Thompson.

[78c] Succeeded L. M. Buchanan.

[79] The commission was authorized under Executive Order pursuant to a legislative resolution. Its purposes are to encourage the establishment of associations of people in business and government in North Carolina and other countries, to assist civic organizations promoting education in international affairs, to encourage education in international affairs, and to make recommendations to institutions of higher learning for programs relating to international affairs. The eleven members serve at the pleasure of the governor who also designates the chairman. *S. L., 1967*, res. 86.

Name of Appointee	Address	Date Appointed	Date of Expiration
NORTH CAROLINA COMMISSION ON INTERSTATE COOPERATION[80]			
Adrian L. Shuford, Jr., *chairman*	Conover	7-29-65	7-31-67
G. Andrew Jones, Jr.*	Raleigh	1-18-66	6-30-67
Dan E. Stewart*	Raleigh	1-18-66	6-30-67
Claude E. Caldwell*	Raleigh	7-31-67	6-30-69
INTERSTATE MINING COUNCIL[81]			
Ben Robinson	Spruce Pine	11-7-67	6-30-71
John W. Graham	Raleigh	11-7-67	6-30-73
Bruce Silvis	Spruce Pine	11-7-67	6-30-73
Arthur W. Cooper	Raleigh	11-7-67	6-30-71
Ralph J. McCracken	Raleigh	11-7-67	6-30-69
Frank C. Kugler	Washington	11-7-67	6-30-69
P. Greer Johnson	Asheville	11-7-67	6-30-73
S. Vernon Stevens, Jr.	Broadway	11-7-67	6-30-73
JAIL STUDY COMMISSION[82]			
Frank W. Snepp, *chairman*	Charlotte	9-20-67	Pleasure of the governor
Herbert Small	Elizabeth City	9-20-67	Pleasure of the governor
JUDICIAL COUNCIL[83]			
Frank Hampton Watson[83a]*	Spruce Pine	8-20-65	6-30-67
		8-1-67	6-30-69
John C. Kesler†*	Salisbury	8-20-65	6-30-67
		8-1-67	6-30-69
STATE BOARD OF JUVENILE CORRECTION[84]			
C. A. Dillon†	Raleigh	11-12-65	7-1-71
Paul B. Bissette†	Wilson	11-12-65	7-1-71
James M. Fraley[84a]	Statesville	11-12-65	7-1-71
Shannon T. Lambeth[84b]	Greensboro	11-12-65	7-1-69
Joseph W. Nordan†	Raleigh	8-8-67	7-1-73
Mrs. Cecil L. Gilliatt†	Shelby	8-8-67	7-1-73
Mrs. John L. Frye†	Robbins	8-8-67	7-1-73
John Caswell Jones[84c]	Fayetteville	10-2-68	7-1-71

JOHN H. KERR RESERVOIR DEVELOPMENT COMMISSION[85]

A. Leonidas Hux†	Roanoke Rapids	10-11-65	7-26-71
Henry M. Shaw, Jr.[85a]*	Raleigh	5-23-66	7-26-67
		9-25-67	7-26-73
Ralph Andrews[85b]	Raleigh	5-23-66	
J. O. Bishop[85c]	Rocky Mount	5-23-66	6-30-71
John T. Church†	Henderson	9-25-67	7-26-73
William B. Tarry†	Oxford	9-25-67	7-26-73
Henry T. Powell[85d]	Henderson	9-25-67	7-26-73
W. M. Fleming[85e]	Manson	9-25-67	7-26-73
Judson Holt Evans[85f]	Enfield	1-5-68	6-30-73

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[80] The commission is composed of three administrative officials appointed by the governor for two-year terms, three senators designated by the president of the Senate, and three representatives designated by the speaker of the House, the speaker of the House, and the president of the Senate. *G. S.* 143-178, 143-182; *S. L., 1961*, c. 1108; *S. L., 1965*, c. 866.

[81] The council was established by the 1967 General Assembly. Ex officio members include the chairman of the Laboratory Advisory Committee of the North Carolina State University Minerals Research Laboratory, the chairman of the Natural Resources Committee of the Board of Conservation and Development and the state geologist. Other members are to represent the mining industry, nongovernmental conservation interests, and the Board of Water and Air Resources. *S. L., 1967*, c. 946.

[82] Ex officio members include president of North Carolina Association of County Commissioners, president of North Carolina League of Municipalities, president of North Carolina Sheriffs Association, president of North Carolina Police Executives Association, president of the Medical Society of North Carolina. Commission was to make detailed study of conditions in local jails and report findings and recommendations to the General Assembly within one week of its convening in the 1969 session. The governor appoints two members; the lieutenant governor appoints two from the membership of the Senate, and the Speaker appoints two from the membership of the House. *S. L., 1967*, res. 53.

[83] The council consists of fourteen members, of whom two are appointed by the governor for two-year terms. Other members consist of the chief justice of the supreme court, two judges of the superior court designated by the chief justice, the attorney general, and eight additional members. Appointive members are selected on the basis of their interest in and competency for study of law reform. *G. S.* 7-448, 7-449.

[83a] Succeeedd Louis W. Gaylord, Jr.

[84] The board consists of nine members appointed by the governor for six-year terms, plus the commissioner of public welfare, who serves ex officio. The 1963 General Assembly changed the name of the board from Correction and Training to the State Board of Juvenile Correction. *G. S.* 134-90; *S. L., 1947*, c. 226; *S. L., 1963*, c. 914, s. 4.

[84a] Succeeded M. S. Hayworth.

[84b] Succeeded Elton Edwards.

[84c] Succeeded Paul D. Bissette, deceased.

[85] The 1961 General Assembly increased the total membership on this board from ten to twelve to be appointed by the governor. One person representing the Board of Conservation and Development, one from the North Carolina Recreation Commission, and one from the Wildlife Resources Commission serve as ex officio members also appointed by the governor and serve only during their terms of office in the respective commissions. The remaining nine who serve for six years are chosen as follows: two residents of Granville County, two of Vance County, two of Warren County, and three at large. *G. S.* 143-284; *S. L., 1951*, c. 444, s. 1; *S. L., 1961*, c. 650.

[85a] Succeeded Charles Bradshaw, resigned.

[85b] Ex officio, North Carolina Recreation Commission.

[85c] Ex officio, Board of Conservation and Development.

[85d] Succeeded Charles F. Blackburn.

[85e] Succeeded Robert Clyde Mitchell, deceased.

[85f] Succeeded G. Ernest Beal.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
GOVERNOR'S COMMITTEE ON LAW AND ORDER[86]			
John B. Regan	St. Pauls	8-16-67	6-30-68
Carl H. Axsom, Sr.*	Draper	8-16-67	6-30-68
		9-18-68	6-30-69
Robert J. Pleasants, *alternate**	Raleigh	8-16-67	6-30-68
		9-18-68	6-30-69
Thomas Dale Johnson, *alternate**	Newton	8-16-67	6-30-68
		9-18-68	6-30-69
W. B. Julian*	Durham	8-16-67	6-30-68
		9-18-68	6-30-69
Harry Alderman, *alternate*	Tarboro	8-16-67	6-30-68
Alfred H. Garner, *alternate*	Burlington	8-16-67	6-30-68
Justus M. Tucker, *alternate*	Winston-Salem	9-18-68	6-30-69
H. E. Williamson, *alternate*	Winston-Salem	9-18-68	6-30-69
George R. Ragsdale	Raleigh	8-16-67	Pleasure of the governor
Charles J. Dunn	Raleigh	8-16-67	Pleasure of the governor
G. H. (Jerry) Elliott	Raleigh	8-16-67	Pleasure of the governor
Charles E. Clement, *executive director*	Raleigh	12-5-67	
BOARD OF COMMISSIONERS OF THE LAW ENFORCEMENT OFFICERS' BENEFIT AND RETIREMENT FUND[87]			
T. Dale Johnson[87a]	Vale	12-28-65	Pleasure of the governor
Edwin Cochrane Guy[87b]	Raleigh	9-14-67	Pleasure of the governor
BOARD OF TRUSTEES OF THE NORTH CAROLINA STATE LIBRARY[88]			
Mark McDonald Lindsey†	Hamlet	12-29-65	7-1-71
Mrs. T. T. Potter[88a]	Beaufort	12-29-65	7-1-71
Mrs. James B. Neal[88b]	Hickory	8-7-67	7-1-73
Mrs. C. Gordon Tomlinson†	Mocksville	8-15-67	7-1-73
Richard C. Erwin, Sr.[88c]	Winston-Salem	8-5-68	7-1-69
LEGISLATIVE COMMISSION TO STUDY LIBRARY SUPPORT[89]			
David Stick, *chairman*	Kitty Hawk	10-6-67	Pleasure of the governor
LOCAL GOVERNMENT COMMISSION[90]			
J. Paul Wallace[90a]	Troy	12-27-68	Pleasure of the governor

J. Weldon Weir[90b]	Asheville	12-27-68	Pleasure of the governor
John R. Gamble, Jr.[90c]	Lincolnton	12-27-68	Pleasure of the governor
Basil L. Sherrill[90d]	Raleigh	12-27-68	Pleasure of the governor
Earl H. Tate[90e]	Lenoir	12-27-68	Pleasure of the governor

LOCAL GOVERNMENT STUDY COMMISSION[91]

Forrest Lockey	Aberdeen	10-10-67	No later than 1-1-69 (see footnote)
Robert S. Rankin	Durham	10-10-67	No later than 1-1-69
Frank Holding	Smithfield	10-10-67	No later than 1-1-69
M. C. Benton, Jr.	Winston-Salem	10-10-67	No later than 1-1-69
Thomas R. Bryan, Sr.	Wilkesboro	10-10-67	No later than 1-1-69
J. Weldon Weir	Asheville	10-10-67	No later than 1-1-69

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[86] The Governor's Committee on Law and Order, made statutory in 1967, includes as ex officio members the governor as chairman, the attorney general, the director of the State Board of Investigation, the revenue commissioner, the director of the Department of Administration, the motor vehicles commissioner, the chairman of the Good Neighbor Council, the adjutant general, and the commander of the Highway Patrol. One district solicitor, appointed by the governor, is to be a member. Additional members are selected from recommendations made by the North Carolina Sheriffs Association and the North Carolina Association of Chiefs of Police. Designated members of the governor's staff serve at his pleasure. *G. S.* 143-400; *S. L., 1967*, c. 65.

[87] The board consists of the state auditor, chairman ex officio, the state treasurer, the state insurance commissioner, and four members to be appointed by the governor to serve at his will. One of the appointive members shall be a sheriff, one a police officer, one a state law enforcement officer, and one a representative of the public at large. *G. S.* 143-166.

[87a] Succeeded J. C. Rumple.

[87b] Succeeded W. B. Lentz, resigned.

[88] The board is composed of eight members, six of whom are appointed by the governor, and two of whom are ex officio (the state superintendent of public instruction and the librarian of the University of North Carolina). The governor's appointees serve overlapping terms of six years. *G. S.* 125-3; *S. L., 1955*, c. 505, s. 3.

[88a] Succeeded Clifford A. Peeler.

[88b] Succeeded Thad Stem, Jr.

[88c] Succeeded Mrs. Bernice Kelly Harris, resigned.

[89] The commission was established by the 1967 General Assembly. The president of the Senate appoints two members and the speaker of the House appoints two. The five-member commission was to make recommendations to the 1969 General Assembly regarding financing of public libraries. *S. L., 1967*, res. 78.

[90] The commission consists of nine members, five of whom are appointed by the governor during his pleasure, and four of whom are ex officio (the state treasurer, the state auditor, the secretary of state, and the commissioner of revenue). *G. S.* 159-3.

[90a] Succeeded Walter A. Coble.

[90b] Succeeded S. Preston Douglas.

[90c] Succeeded Wally G. Dunham.

[90d] Succeeded Wally G. Dunham.

[90e] Succeeded W. H. Turlington.

[91] The commission, established by 1967 General Assembly, is made up of three senators appointed by the president of the Senate, six representatives appointed by the speaker of the House, and six members appointed by the governor. Members serve until the report of the commission is filed with the governor; the report is to be made no later than January, 1969. *S. L., 1967*, res. 76.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
BOARD OF TRUSTEES			
NORTH CAROLINA LOCAL GOVERNMENTAL EMPLOYEES' RETIREMENT SYSTEM[92]			
J. Guy Smith, Jr.[92a]	Laurinburg	7-19-68	5-31-72
Samuel M. Gattis†	Hillsborough	7-19-68	5-31-72
NORTH CAROLINA MEDICAL CARE COMMISSION[93]			
Thomas R. Howerton[93a]*	Wilson	9-7-65	7-1-68
		7-31-68	7-1-72
J. Street Brewer†	Roseboro	9-16-65	7-1-69
Marshall I. Pickens†	Charlotte	10-20-65	7-1-69
Paul F. Whitaker†	Kinston	10-20-65	7-1-69
William D. James†	Hamlet	10-20-65	7-1-69
Carl P. Worley, Jr.[93b]	Selma	10-20-65	7-1-69
John C. Whitaker[93c]	Winston-Salem	10-20-65	7-1-69
Harry L. Johnson[93d]†	Elkin	5-19-66	7-1-70
J. B. Clemence†	Salisbury	7-7-66	7-1-70
Mrs. Margaret Baggett Dolan[93e]	Chapel Hill	7-1-66	7-1-70
H. C. McAllister[93f]	Chapel Hill	7-1-66	7-1-70
Hugh Forrest McManus, Jr.[93g]	Raleigh	9-6-66	7-1-70
Harold Kernodle[93h]	Burlington	8-23-67	7-1-71
Henry O. Lineberger, Jr.[93i]	Raleigh	8-23-67	7-1-71
Eugene Cross, Jr.[93j]	Marion	8-23-67	7-1-71
Powell G. Fox, Sr.†[93k]	Raleigh	8-23-67	7-1-71
William R. Stanford†	Durham	11-25-68	7-1-72
Edwin N. Brower†	Hope Mills	11-25-68	7-1-72
Paul W. Bumbarger†	Hickory	11-25-68	7-1-72
ADVISORY COUNCIL TO THE NORTH CAROLINA MEDICAL CARE COMMISSION[94]			
Wiley Thurber Armstrong	Rocky Mount	10-20-65	7-1-69
Charles A. Cannon	Concord	10-20-65	7-1-69
William Ralph Deaton, Jr.	Greensboro	10-20-65	7-1-69
Mrs. Carrie Phelps[94a]	Creswell	10-20-65	7-1-69
James P. Richardson	Charlotte	10-20-65	7-1-69

STATE BOARD OF MENTAL HEALTH[95]

John Robert Kernodle[95a]	Burlington	8-12-65	4-1-69
Carl Dan Killian[95b]	Cullowhee	8-12-65	4-1-71
Yates Shuford Palmer†	Valdese	8-12-65	4-1-69
David W. Royster, Sr.†	Shelby	8-12-65	4-1-71
Mrs. W. Kerr Scott†	Haw River	8-12-65	4-1-69
C. Wayland Spruill†	Windsor	8-12-65	4-1-69
William P. Kemp†	Goldsboro	6-13-66	4-1-71
H. P. Taylor, Jr., *chairman*[95c]	Wadesboro	6-13-66	4-1-69
J. Garner Bagnal[95d]	Statesville	6-13-66	4-1-69
Mrs. J. C. Eagles, Jr.[95e]	Wilson	6-13-66	4-1-71
Bruce E. Whitaker[95f]	Murfreesboro	6-13-66	4-1-71

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[92] The board consists of the eight members of the board of trustees of the Teachers' and State Employees' Retirement System and two local governmental officials appointed by the governor to serve four-year terms. Details are spelled out in the law regarding the two local governmental officials. *G. S.* 128-28 (c), 135-6 (b); *S. L., 1961*, c. 515, s. 3.

[92a] Succeeded C. L. Lineback.

[93] The commission consists of twenty members who serve four-year terms. Of this number, eleven are appointed by the governor, seven are nominated by the various medical associations for appointment by the governor, and two are ex officio (the state health officer and the commissioner of public welfare). The 1963 General Assembly eliminated the nomination of a member by the State Dental Society and provided that this member should be appointed by the governor. *G. S.* 131-117; *S. L., 1963*, c. 325, s. 1.

[93a] Succeeded B. Lee Mootz. Reappointed as nominee of North Carolina Hospital Association.

[93b] Succeeded James J. Richardson.

[93c] Succeeded Dwight W. Quinn.

[93d] Representative selected by Medical Society of the State of North Carolina.

[93e] Representative nominated by North Carolina State Nurses Association.

[93f] Representative nominated by the North Carolina Pharmaceutical Association.

[93g] Succeeded Harry L. Johnson, deceased, as nominee of Executive Council of the Medical Society of the State of North Carolina.

[93h] Succeeded George Carrington.

[93i] Succeeded H. Royster Chamblee.

[93j] Succeeded Ernest House.

[93k] Nominated by the Medical Society House of Delegates.

[94] The council consists of five members appointed by the governor for four-year terms. *G. S.* 131-120.

[94a] Succeeded Mrs. Virginia Foglia.

[95] By action of the 1963 General Assembly, the powers and duties of the State Hospitals Board of Control, the State Board of Health over the operation of mental health clinics, and the State Board of Public Welfare over the licensing of private mental hospitals and institutions were transferred to the newly created State Board of Mental Health. Persons serving on the Hospitals Board of Control prior to the enactment of this act continued to serve the duration of their terms. Thereafter membership consisted of fifteen members, one from each of the eleven congressional districts and four at large, appointed by the governor for initial terms of three-, four-, five-, and six-year terms. In contrast to previous four-year terms, reappointments are made for six years. At least two shall be licensed to practice medicine. *G. S.* 122-1.1; *S. L., 1963*, c. 1166, s. 3.

[95a] Succeeded H. W. Kendall.

[95b] Succeeded William Austin McFarland.

[95c] Succeeded Mrs. W. Kerr Scott, resigned.

[95d] Succeeded Jimmy V. Johnson.

[95e] Succeeded W. Lunsford Crew.

[95f] Succeeded N. Cortez Green.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Frank Reid Penn[95g]	Reidsville	8-23-67	4-1-73
Claude Meredith Hamrick[95h]	Winston-Salem	8-23-67	4-1-73
Samuel L. Elfmon†	Fayetteville	8-23-67	4-1-73
R. V. Liles†	Wadesboro	8-23-67	4-1-73
Frank Graham Umstead†	Chapel Hill	8-23-67	4-1-73
E. L. Rankin, Jr., *chairman*[95i]	Raleigh	12-28-67	4-1-69

MEDICAL ADVISORY COUNCIL TO THE STATE BOARD OF MENTAL HEALTH[96]

Isaac M. Taylor†*	Chapel Hill	9-16-65	6-30-68
		7-1-68	6-30-71
Leon Whitfield Robertson[96a]*	Rocky Mount	9-16-65	6-30-66
		7-15-66	6-30-69
Joseph Dixon Mayo, Jr.[96b]*	Henderson	9-16-65	6-30-68
		7-1-68	6-30-71
Albert Hazel Zealy, Jr.[96c]*	Goldsboro	9-16-65	6-30-68
		7-1-68	6-30-71
William George Anlyan[96d]*	Durham	9-16-65	6-30-68
		7-1-68	6-30-71
Thomas Dick Slagle[96e]*	Sylva	11-3-65	6-30-68
		7-1-68	6-30-71
Sylvester Parker Gay[95f]	Greensboro	7-29-66	6-30-69
Robert Hadley Greene[96g]	Charlotte	7-15-66	6-30-69
John Cochrane Reece†	Morganton	7-15-66	6-30-69
John L. McCain†	Wilson	7-15-66	6-30-69
Cornell G. Garrington[96h]	Bethel	8-16-67	6-30-70
Frank N. Sullivan[96i]	Wilson	8-16-67	6-30-70
William K. Craig[96j]	Enfield	8-24-67	6-30-70
Manson Meads†	Winston-Salem	8-16-67	6-30-70
John S. Rhodes†	Raleigh	8-16-67	6-30-70

COUNCIL ON MENTAL RETARDATION[97]

Sam Murphey Bason[97a]	Yanceyville	9-16-65	6-30-69
Mrs. Mary Faye Martin Brumby[97b]	Murphy	9-16-65	6-30-69
Reginald Shelby Wilson[97c]	Burlington	9-16-65	6-30-69
Mrs. Rufus W. Reynolds†	Greensboro	9-16-65	6-30-69

Mrs. M. P. Bailey†	Greenville	6-30-66	6-30-70
Charles E. Waddell†	Asheville	6-30-66	6-30-70
Theodore Dennis Scurletis[97d]	Raleigh	8-2-66	Pleasure of the governor
Dorothy Park Griffin[97e]	Raleigh	1-5-67	Pleasure of the governor
Ralph H. Scott†	Haw River	8-31-67	6-30-71
Taylor R. Kennerly†	High Point	8-31-67	6-30-71
Harris R. Chamberlin†	Chapel Hill	8-31-67	6-30-71
Harold L. Trigg†	Greensboro	8-31-67	6-30-71
Jack M. Euliss[97f]	Burlington	8-31-67	6-30-71
Mrs. Helen C. Wilson[97g]	Morganton	7-25-68	6-30-72
Courtland H. Davis, Jr.†	Winston-Salem	7-1-68	6-30-72
Edgar W. Lakin[97h]	Charlotte	7-15-68	6-30-70

[95g] Succeeded William L. Thorp.

[95h] Succeeded R. P. Richardson.

[95i] Succeeded Wayland Spruill, deceased. At time of appointment succeeded H. P. Taylor, Jr., as chairman, though Taylor remained on board.

[96] The council is successor to the N. C. Hospitals Board of Control Advisory Committee; some reappointments were from that board. As authorized by the 1963 General Assembly, the council is composed of fifteen members appointed by the governor. Following initial staggered terms, appointments are made for three years. *G. S.* 35-70; *S. L., 1963*, c. 668, s. 1.

[96a] Succeeded John R. Kernodle, resigned.

[96b] Succeeded W. C. Davison, resigned.

[96c] Succeeded Amos W. Johnson.

[96d] Succeeded Thomas G. Thurston.

[96e] Succeeded Barnes Woodhall.

[96f] Succeeded George C. Ham.

[96g] Succeeded Andrew Best.

[96h] Succeeded Bennie Brooks Ward.

[96i] Succeeded Roy S. Wynn.

[96j] Succeeded Edgar T. Beddingfield.

[97] As created by the 1963 General Assembly, the council is composed of eighteen members appointed by the governor. Two members each shall be chosen from the House of Representatives and the Senate to serve two- and four-year terms. Representatives of the State Board of Health, the Department of Mental Health, the State Board of Public Welfare, the State Board of Education, and the State Board of Correction and Training shall serve at the governor's pleasure. Eight other persons who shall be selected without regard to employment or professional association serve four-year terms after initial staggered terms have expired. *G. S.* 35-73; *S. L., 1963*, c. 669.

[97a] Succeeded Joe K. Byrd.

[97b] Succeeded Jyles J. Coggins.

[97c] Succeeded Emil Cortes.

[97d] Succeeded James F. Donnelly.

[97e] Succeeded Louis G. Christian.

[97f] Succeeded M. Glenn Pickard.

[97g] Succeeded Laura Harbison.

[97h] Succeeded Mrs. M. P. Bailey, resigned.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
NORTH CAROLINA MILK COMMISSION[98]			
Donald L. Paul†	New Bern	10-20-65	8-6-69
Oliver A. Swaringen†	Concord	10-20-65	8-6-69
B. F. Nesbitt[98a]	Fletcher	10-20-65	8-6-69
Neil Bolton[98b]*	Winston-Salem	12-15-65	8-6-67
		8-22-67	8-6-71
George W. King[98c]	Ayden	11-3-66	8-6-70
Mrs. F. A. Needham†	Graham	8-22-67	8-6-71
Eric E. Morgan[98d]	Lexington	8-22-67	8-6-71
William D. Cooke[98e]	Taylorsville	4-1-68	8-6-71
Jesse Preston Jones[98f]	Charlotte	8-19-68	8-6-72
JOHN MOTLEY MOREHEAD MEMORIAL COMMISSION[99]			
Robert H. Frazier†	Greensboro	10-27-65	7-1-71
George Harold Roach†	Greensboro	10-27-65	7-1-69
Shannon T. Lambeth[99a]	Greensboro	10-27-65	7-1-71
Katherine H. Taylor[99b]	Greensboro	10-27-65	7-1-71
W. Gordon Latham[99c]	Greensboro	10-27-65	7-1-69
Orton A. Boren[99d]	Greensboro	10-27-65	7-1-69
Arnold A. Schiffman†	Greensboro	8-14-67	7-1-73
A. Earl Weatherly†	Greensboro	8-14-67	7-1-73
COMMISSIONER OF MOTOR VEHICLES[100]			
A. Pilston Godwin, Jr.[100a]	Gatesville	9-30-65 (effective) 11-1-65	Pleasure of the governor
Ralph L. Howland[100b]	Raleigh	10-10-67 (effective) 10-15-67	Pleasure of the governor
MOTOR VEHICLE FINANCIAL RESPONSIBILITY AND COMPULSORY INSURANCE COMMISSION[101]			
J. Ruffin Bailey, *chairman*	Raleigh	1-20-66	Report to 1967 General Assembly
William Ross Britt	Smithfield	1-20-66	Report to 1967 General Assembly
Richard Cannon Erwin, Sr.	Winston-Salem	1-20-66	Report to 1967 General Assembly
Charles D. Arthur	Raleigh	1-20-66	Report to 1967 General Assembly
Mrs. Kester A. Sink	Mount Airy	1-20-66	Report to 1967 General Assembly
Walker Taylor, Jr.	Wilmington	1-20-66	Report to 1967 General Assembly
Alan H. Newcomb	Matthews	1-20-66	Report to 1967 General Assembly

NORTH CAROLINA NATIONAL GUARD ADVISORY BOARD[102]

James Whitfield Winfrey[102a]	Clyde	8-14-67	7-31-69
William Harrison Vanderlinden, Jr.[102b]	Hickory	8-14-67	7-31-69

NORTH CAROLINA NATIONAL PARK, PARKWAY AND FORESTS DEVELOPMENT COMMISSION[103]

Paul W. Warlick†	Asheville	9-7-65	7-1-71
Kelly E. Bennett†	Bryson City	9-7-65	7-1-71
James F. Hammett, Jr.[103a]	Waynesville	10-26-65	7-1-71
Mrs. Ed. M. Anderson[103b]	West Jefferson	8-17-65	7-1-73
Edward Potts[103c]	Highlands	8-17-67	7-1-73

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[98] The commission consists of nine members, eight of whom are appointed by the governor. The members must include a producer, producer-distributor, two distributors, three representatives of public interests, and a retailer; the ninth member, ex officio, is the commissioner of agriculture. Terms of office of the appointive members are for four years. *G. S.* 106-266.7; *S. L., 1953*, c. 1338; *S. L., 1955*, c. 406.

[98a] Succeeded Charles McLawhorn.

[98b] Succeeded Andrew W. Nesbitt, deceased.

[98c] Succeeded W. M. (Gib) Buck.

[98d] Succeeded Wade M. Hobson, resigned.

[98e] Succeeded Eric E. Morgan, resigned.

[98f] Succeeded J. Everette Flora.

[99] Nineteen members compose this commission, of whom nine are appointed by the governor, three are appointed by the Board of County Commissioners of Guilford County, three are appointed by the City Council of Greensboro, and four serve ex officio (the director of the State Department of Archives and History, the superintendent of the Department of Public Instruction, the director of the Department of Conservation and Development, and the state treasurer). Following initial staggered appointments, terms are for six years. *S. L., 1959*, c. 1308.

[99a] Succeeded Fielding L. Fry, deceased.

[99b] Succeeded Ralph C. Price.

[99c] Succeeded Lloyd C. Amos.

[99d] Succeeded Herman Cone, Jr.

[100] *G. S.* 20-2 provides that the commissioner serve at the will of the governor.

[100a] Succeeded Edward Scheidt, resigned effective October 31, 1965.

[100b] Succeeded A. Pilston Godwin, Jr., resigned to accept appointment as special judge of superior court.

[101] Seven members appointed by the governor, including one from the House of Representatives and one from the Senate, comprise membership of the commission. *S. L., 1965*, res. 90.

[102] This board is composed of the adjutant general, the general officers of the active National Guard, and two other members of the active National Guard appointed by the governor for two-year terms. *S. L., 1957*, c. 136; *G. S.* 127-18.

[102a] Succeeded Wallace S. Dickens.

[102b] Succeeded Junius H. Millard.

[103] The commission is composed of seven members appointed by the governor for terms of six years. In addition, there are two ex officio members as follows: the chairman of the State Highway Commission and the director of the Department of Conservation and Development. One member must reside in each of the following counties: Buncombe, Haywood, Jackson, and Swain; three members must be residents of counties adjacent to or affected by the Blue Ridge Parkway, the Great Smoky Mountains National Park, or the Pisgah or Nantahala national forest. *G. S.* 143-255, 143-256.

[103a] Succeeded William Medford.

[103b] Succeeded Walter F. Osborne.

[103c] Succeeded Robert Sloan.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
ADVISORY COMMISSION FOR THE STATE MUSEUM OF NATURAL HISTORY[104]			
Basil D. Barr[104a]*	West Jefferson	10-11-65 10-2-67	8-31-67 8-31-69
Micou F. Browne[104b]*	Raleigh	10-11-65 10-2-67	8-31-67 8-31-69
Mrs. Roy A. Cooper, Jr.[104c]*	Rocky Mount	10-11-65 10-2-67	8-31-67 8-31-69
BOARD OF COMMISSIONERS OF NAVIGATION AND PILOTAGE FOR THE CAPE FEAR RIVER[105]			
Prince O'Brien†	Southport	4-16-65	4-15-69
Robert M. Williams†	Wilmington	4-16-65	4-15-69
Oscar E. DuRant, Jr.[105a]	Wilmington	4-16-65	4-15-69
William W. Murrell[105b]	Wilmington	4-16-65	4-15-69
Edward A. Orrell[105c]	Wilmington	4-16-65	4-15-69
THE COMMISSION TO STUDY THE QUESTION OF WHETHER OR NOT GRADUATES OF SOME SCHOOLS OF OSTEOPATHY TEACHING MEDICINE ARE OR MAY BE QUALIFIED TO BE PERMITTED TO TAKE THE EXAMINATION NOW REQUIRED FOR THE PRACTICE OF MEDICINE IN NORTH CAROLINA.[106]			
James Edwin Clement	Greenville	1-6-66	Report to 1967 General Assembly
Henderson D. Mabe, Jr.	Erwin	1-6-66	Report to 1967 General Assembly
Richard Clarkson Baker	Rockingham	1-6-66	Report to 1967 General Assembly
Fred Jonathan Carnage	Raleigh	1-6-66	Report to 1967 General Assembly
Mrs. Grady Kirkman	Greensboro	1-6-66	Report to 1967 General Assembly
William Walton Kitchin, *chairman*[106a]	Clinton	6-13-66	Report to 1967 General Assembly
BOARD OF PAROLES[107]			
Marvin Rhem Wooten, *chairman*[107a]*	Hickory	7-12-65 7-17-67	7-1-67 7-1-71
David Howard Hepler†	Raleigh	10-20-65	7-1-69
William H. Gibson†	Raleigh	7-1-66	7-1-70
Wade E. Brown[107b]	Boone	8-22-67 12-10-68	7-1-70 7-1-71
Robert Weinstein[107c]	Lumberton	12-27-68	7-1-70

STATE PERSONNEL BOARD[108]

Fred Stovall Royster, *chairman*†	Henderson	7-14-65	6-30-71
Lester F. Zerfoss[108a]	Hendersonville	7-14-65	6-30-71
R. B. Jordan, Jr.[108b]	Mt. Gilead	7-14-65	6-30-69
Victor E. Jones*	Greensboro	7-14-65	6-30-67
		7-25-67	6-30-73
Mrs. Margaret R. Seagroves*	Apex	7-14-65	6-30-67
		7-25-67	6-30-73
Fred Douglas Hauser[108c]	Winston-Salem	7-24-65	6-30-71
C. P. (Perk) Reinhardt[108d]	Morganton	7-24-65	6-30-71

NORTH CAROLINA STATE PORTS AUTHORITY[109]

William B. Glenn[109a]	Greenville	7-14-65	6-30-71

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[104] As created by the 1961 General Assembly, the commission shall consist of at least nine members, which shall include the director of the Museum of Natural History, the commissioner of agriculture, the state geologist, the state forester, the director of the Institute of Fisheries Research of the University of North Carolina, the director of the Wildlife Resources Commission, the superintendent of public instruction, or any qualified representative of any or all. The three members appointed by the governor for two-year terms must represent the three geographical areas of the state. *G. S.* 143-370; *S. L.*, *1961*, c. 1180, s. 1.

[104a] Succeeded Linville L. Hendren.

[104b] Succeeded Roy Parker, Jr.

[104c] Succeeded R. M. Schiele.

[105] The board consists of five members appointed by the governor for four-year terms. At least four of these members shall be residents of New Hanover County and none shall be licensed pilots. *G. S.* 76-1.

[105a] Succeeded J. E. L. Wade.

[105b] Succeeded William Emerson.

[105c] Succeeded Oliver Carter.

[106] The five-member commission was created by 1965 General Assembly. *S. L.*, *1965*, res. 76.

[106a] Succeeded James Edwin Clement, resigned.

[107] The board is composed of three members appointed by the governor for four-year terms each. Members are prohibited from using their positions to influence political activities. *G. S.* 148-52, 148-52.1.

[107a] Succeeded N. F. Ransdell, resigned.

[107b] Succeeded William H. Gibson, resigned. Upon reappointment, succeeded Marvin R. Wooten, resigned. Became chairman, effective 12-20-68.

[107c] Succeeded Wade E. Brown, who became chairman of board.

[108] The board consists of seven members appointed by the governor on July 1, 1965, or as soon thereafter as practicable. Two state employees, two from a list nominated by the North Carolina Association of County Commissioners, two persons from private business or industry, and one from the public at large make up the membership. Following initial staggered terms, members serve six years. The governor designates the chairman. *G. S.* 126-2; *S. L.*, *1965*, c. 640. (The enactment of this law resulted in the repeal of the former Merit System Council and former State Personnel Council.) The reappointments shown here are from the former State Personnel Council. Persons listed below as predecessors to Moore appointees were members of one of the former councils.

[108a] Succeeded F. C. Norman.

[108b] Succeeded Peggy W. Satterfield.

[108c] Succeeded John Harden.

[108d] Succeeded Perry White.

[109] The authority consists of nine members appointed by the governor. The 1961 General Assembly increased the terms from four to six years and provided for initial staggered terms. The executive director is appointed by the authority with the approval of the governor. *G. S.* 143-216, 143-218 (5); *S. L.*, *1959*, c. 523; *S. L.*, *1961*, c. 242.

[109a] Succeeded William G. Clark, Jr.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
George W. Purvis[109b]	Fayetteville	7-14-65	6-30-71
Henry Lee Weathers, Sr.[109c]	Shelby	7-14-65	6-30-71
Edward Nelson Richards, *chairman*[109d]	Raleigh	9-19-66	6-30-69
Vonno Lamar Gudger, Jr.[109e]	Asheville	9-28-66	6-30-69
L. R. Bowers[109f]	Whiteville	9-21-67	6-30-73
Kirkwood F. Adams[109g]	Roanoke Rapids	9-21-67	6-30-73
William James Pharr†	McAdenville	9-21-67	6-30-73

COMMITTEE ON POSTMORTEM MEDICOLEGAL EXAMINATIONS[110]

Holt McPherson†	High Point	11-29-67	11-29-71

COMMITTEE ON PRINTING AND BINDING[111]

H. Clifton Blue, *chairman*	Aberdeen	1-11-66	Report to 1967 General Assembly

SPECIAL OFFICERS, STATE PRISON DEPARTMENT[112]

J. L. Sears[112a]	Raleigh	1-8-65	Pleasure of the governor
Ottis S. Moore[112b]	Raleigh	3-23-65	Pleasure of the governor
M. A. Hudson[112c]	Raleigh	9-6-66	Pleasure of the governor
L. R. Temple[112d]	Raleigh	9-6-66	Pleasure of the governor

STATE PROBATION COMMISSION[113]

Charles M. Clodfelter, *director*[113a]	Lexington	11-1-65	
Clarence Hodges Patrick†	Winston-Salem	8-25-65	5-28-70
Robert Briggs Willson[113b]*	Asheville	3-18-66	8-1-67
		6-7-68	5-28-72
George M. Fountain[113c]	Tarboro	5-28-66	5-28-71
W. H. S. Burgwyn, Jr.†	Woodland	8-1-67	5-28-72
Jake A. Burgin[113d]	Lincolnton	8-21-67	5-28-69
William H. Gibson, *director*[113e]	Raleigh	8-15-67	7-1-70

COMMISSION TO STUDY AND RECOMMEND LEGISLATION ON CERTAIN CRIMINAL LAWS RELATING TO PUBLIC MORALITY[114]

James T. Hedrick	Durham	1-13-66	Report to 1967 General Assembly
Doran J. Berry	Fayetteville	1-13-66	Report to 1967 General Assembly

GOVERNOR'S STUDY COMMISSION ON THE PUBLIC SCHOOL SYSTEM OF NORTH CAROLINA[115]

Philip Curtis Brownell	Asheville	8-25-67	Pleasure of the governor
John W. C. Entwistle	Rockingham	8-25-67	Pleasure of the governor
Joseph Waverly Goodloe	Durham	8-25-67	Pleasure of the governor
James H. Hilton, *chairman*	Winston-Salem	8-25-67	Pleasure of the governor
Conrad L. Hooper	Raleigh	8-25-67	Pleasure of the governor
Amos Neill Johnson	Garland	8-25-67	Pleasure of the governor
Charles Brantley Martin	Tarboro	8-25-67	Pleasure of the governor
William B. McGuire	Charlotte	8-25-67	Pleasure of the governor
Mrs. Mary C. Nesbitt	Asheville	8-25-67	Pleasure of the governor
Andrew Craig Phillips	Greensboro	8-25-67	Pleasure of the governor
Wallace Isaiah West, Sr.	Wilmington	8-25-67	Pleasure of the governor

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[109b] Succeeded L. S. Ficklin.

[109c] Succeeded Cooper D. Cass.

[109d] Succeeded John Mercer Reeves as chairman though already a member of the authority.

[109e] Succeeded John M. Reeves, resigned.

[109f] Succeeded E. G. Anderson.

[109g] Succeeded Joseph Orchard Foil; had previously served as member of authority.

[110] This committee, organized within the State Board of Health, consists of seven members, six of whom are ex officio and one of whom is appointed by the governor for a four-year term. *G. S.* 130-192; *S. L., 1955*, c. 972, s. 1.

[111] The committee, created by 1965 General Assembly to study the printing and binding requirements of the state, was to make interim reports to the governor and Advisory Budget Commission and a final report to the governor and the 1967 General Assembly. One member was appointed by the governor, two by the lieutenant governor and one by the speaker of the House. *S. L., 1965*, Joint Resolution 89.

[112] The governor is authorized to appoint officers upon recommendation by the Prison Department for the purpose of transferring prisoners from place to place in the state. The officers also are to be commissioned specifically or generally to return escaped prisoners or other fugitives from outside the state. *G. S.* 148-4.

[112a] Succeeded W. O. Upchurch.

[112b] Succeeded C. S. Hawley.

[112c] Succeeded Clinton D. Vernon.

[112d] Succeeded A. F. Wadford.

[113] The commission consists of five members appointed by the governor for five-year terms, one member's term expiring each year. The director is appointed by the commission with the approval of the governor. *G. S.* 15-201, 15-202.

[113a] Succeeded W. C. Cohoon, resigned.

[113b] Succeeded Thomas D. Stokes, deceased.

[113c] Succeeded Allen H. Gwyn, Sr.

[113d] Succeeded John I. Anderson, resigned.

[113e] Succeeded Charles M. Clodfelter, resigned.

[114] The commission was established by the 1965 General Assembly. The director of the Prison Department and the commissioner of the Department of Mental Health serve ex officio. Two members are appointed by the governor, one by the lieutenant governor and one by the speaker of the House, one by the president of the Medical Society of the state of North Carolina, one by the president of the North Carolina State Bar, and one by the dean of the University of North Carolina Medical Affairs Division. *S. L., 1965*, res. 75.

[115] The commission of seventeen members, eleven of whom are appointed by the governor (four of whom are certificated public school personnel), three of whom are appointed by the lieutenant governor, and three of whom are appointed by the speaker of the House, was authorized by General Assembly of 1967 "to make a detailed and exhaustive study" of the public school system "to the end that some evaluation of the effectiveness of the public school program might be achieved." The governor designates the chairman. A report was to be made to the governor for transmittal to the 1969 legislature. *S. L., 1967*, res. 81.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
STATE BOARD OF PUBLIC WELFARE[116]			
Robert C. Howison, Jr.[116a]	Raleigh	9-16-65	4-1-71
Mrs. Thomas E. Medlin[116b]	Smithfield	9-16-65	4-1-71
George Kenneth Butterfield[116c]*	Wilson	9-16-65	4-1-67
		8-23-67	4-1-73
Robert Lenoire Lyday[116d]	Bryson City	8-23-67	4-1-73
Bruce B. Blackmon[116e]	Buies Creek	8-23-67	4-1-73
NORTH CAROLINA RECREATION COMMISSION[117]			
Leonard H. Robinson†	Greensboro	10-11-65	7-1-71
Wallace C. Tippett[117a]	Louisburg	10-22-65	7-1-70
Eric B. DeGroat†	Boone	10-21-66	7-1-72
Mrs. William C. Pressly†	Raleigh	8-14-67	7-1-73
Charles S. Hubbard†	Wilson	7-1-68	7-1-74
EASTERN NORTH CAROLINA REGIONAL HOUSING AUTHORITY[118]			
Robert L. McMillan, Jr.†	Raleigh	8-12-65	4-10-70
RESEARCH TRIANGLE REGIONAL PLANNING COMMISSION[119]			
William L. McLaurin[119a]	Raleigh	9-27-67	7-1-71
James R. Hawkins[119b]	Durham	9-27-67	7-1-71
Oscar R. Ewing†	Chapel Hill	9-27-67	7-1-71
COMMISSIONER OF REVENUE[120]			
Ivie L. Clayton[120a]	Raleigh	1-11-65	Pleasure of the governor
		7-8-65	1-16-69
COMMISSION FOR THE STUDY OF THE REVENUE STRUCTURE OF THE STATE[121]			
Thomas W. Alexander	Raleigh	9-16-65	Report to 1967 General Assembly
John W. Dowdle, Jr.	Winston-Salem	9-16-65	Report to 1967 General Assembly
John Alexander McMahon	Chapel Hill	9-16-65	Report to 1967 General Assembly
NORTH CAROLINA RURAL ELECTRIFICATION AUTHORITY[122]			
Thomas W. Allen, Sr.[122a]	Creedmoor	9-16-65	6-5-69
Gwyn B. Price, *chairman**	Raleigh	9-16-65	6-5-69
Glenn C. Palmer†	Clyde	9-16-65	6-5-69

William Kitchin Benson[122b]	Battleboro	4-28-66	6-5-69
Samuel Huntington Hobbs, Jr.†	Chapel Hill	8-7-67	6-5-71
Walter S. Smiley[122c]	Macon	9-5-67	6-5-71

NORTH CAROLINA RURAL REHABILITATION CORPORATION BOARD OF DIRECTORS[123]

Clyde W. Gordon[123a]*	Burlington	12-28-65	11-19-68
		11-19-68	11-19-71
W. Mercer Rowe, Jr.[123b]*	Wilmington	12-28-65	11-19-68
		11-19-68	11-19-71

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[116] The board consists of seven members, at least one of whom must be a woman, appointed by the governor for six-year terms. The commissioner is appointed by the board subject to approval of the governor. *G. S.* 108-1, 108-3; *S. L., 1945*, c. 43.

[116a] Succeeded Howard E. Manning, resigned.

[116b] Succeeded Mrs. Annie Ruth Kelly.

[116c] Succeeded J. Gordon Bush, resigned.

[116d] Succeeded John C. Carlton.

[116e] Succeeded Mrs. R. Walker Martin.

[117] The 1963 General Assembly reduced the membership of the commission from eleven to ten, six of whom were initially appointed by the governor for staggered terms. Reappointments are for six years. The four ex officio members include the governor, the chairman of the Recreation Advisory Committee, the representative of the Governor's Coordinating Council on Recreation, and the president of the North Carolina Recreation Society. Members must be persons who understand rural, urban, governmental, private, and commercial recreation interests of North Carolina and the nation. *G. S.* 143-207; *S. L., 1945*, c. 757, s. 3; *S. L., 1963*, c. 542.

[117a] Succeeded William L. West, Jr.

[118] If the area of a regional housing authority consists at any time of an even number of counties, the governor of North Carolina shall appoint one additional commissioner to such regional housing authority, whose term of office shall be for five years, except that such term shall end at any earlier time that the area of operation shall be changed to consist of an odd number of counties. *G. S.* 157-36.

[119] The commission is composed of fifteen members, three of whom are appointed by the governor for four-year terms. One member each must be a resident of the three counties of Durham, Orange, and Wake, and must have an interest in the development of the three-county area. *S. L., 1959*, c. 642.

[119a] Succeeded Rex Powell.

[119b] Succeeded Arthur W. Clark, resigned.

[120] The commissioner is appointed by the governor for a four-year term. *G. S.* 147-87.

[120a] Succeeded L. Sneed High, resigned. Appointed acting commissioner January 11, 1965, and later commissioner.

[121] Three members of the commission were to be appointed by the governor, three by the president of the Senate, and three by the speaker of the House. The commission was directed to submit its report to the governor, for transmittal to the Advisory Budget Commission and the 1967 General Assembly, by September 1, 1966; the director of tax research serves as secretary to the commission but is not a member. *S. L., 1965*, res. 79.

[122] This group is composed of six members appointed by the governor for four-year terms; members select a chairman from the membership. *G. S.* 117-1, 117-4.

[122a] Succeeded Cutlar Lee Ballance.

[122b] Succeeded Milton U. Scott.

[122c] Succeeded Sam J. Burrow, Jr.

[123] The board is made up of nine members, five of whom are appointed by the governor for three-year terms, and four of whom are ex officio members: the commissioner of agriculture and directors of the Cooperative Agricultural Extension Service of N.C. State University, the Division of Vocational Education of the State Department of Public Instruction, and the N.C. state director of the Farmers Home Administration of the U.S. Department of Agriculture. *G. S.* 137-31.3; *S. L., 1953*, c. 724, s. 3.

[123a] Succeeded James C. Wallace.

[123b] Succeeded James Spence.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Elmer R. Daniel[123c]	Spring Hope	1-4-67	11-19-69
Fred E. Harris†	Bailey	11-27-67	11-19-70
George R. Ross†	Jackson Springs	11-27-67	11-19-70
THE SALT MARSH MOSQUITO ADVISORY COMMISSION[124]			
Hugh A. Ragsdale†	Richlands	8-17-66	Pleasure of the governor
Roland Dock Sawyer, Jr.†	Manteo	8-17-66	Pleasure of the governor
Charles J. McCotter†	Bayboro	8-17-66	Pleasure of the governor
Jacob Ammon Shingleton[124a]	Hampstead	8-17-66	Pleasure of the governor
SAVINGS AND LOAN ADVISORY BOARD[125]			
Thomas Woodley Heath, Jr.	Kinston	8-22-67	8-22-69
Allen Thurman Powell, Jr.	Ahoskie	8-22-67	8-22-69
Maurice Fleishman	Fayetteville	8-22-67	8-22-69
Lloyd Alexander Mullinax	Newton	8-22-67	8-22-71
Joseph Fleming Snipes	Marion	8-22-67	8-22-71
NORTH CAROLINA BOARD OF SCIENCE AND TECHNOLOGY[126]			
Everett Palmatier†	Chapel Hill	12-9-65	6-30-69
Paul M. Gross†	Durham	12-9-65	6-30-69
Marcus E. Hobbs†	Durham	12-9-65	6-30-69
William Frederick Little†	Chapel Hill	12-9-65	6-30-69
A. C. Menius, Jr.†	Raleigh	12-9-65	6-30-69
Robert W. Truitt†	Raleigh	12-9-65	6-30-69
James Henry Millis[126a]	High Point	12-9-65	6-30-67
Harold F. Robinson[126b]	Raleigh	12-9-65	6-30-69
William S. Yeager†	Winston-Salem	2-11-67	6-30-71
George E. Nicholson, Jr.†	Chapel Hill	2-11-67	6-30-71
Bruce B. Allen†	Charlotte	2-11-67	6-30-71
J. Charles Morrow[126c]	Chapel Hill	10-10-67	6-30-69
David R. Jarema[126d]	Research Triangle Park	10-10-67	6-30-71
Adrian L. Shuford, Jr.[126e]	Conover	2-15-67 10-25-67	6-30-67 6-30-71
C. Frank Griffin	Monroe	10-25-67	6-30-71
Elton Edwards	Greensboro	10-25-67	6-30-71
George R. Herbert†	Research Triangle Park	1-17-68	6-30-71

NORTH CAROLINA SEASHORE COMMISSION[127]

Braxton Bragg Dawson†	Washington	5-12-66	8-31-69
Mrs. Estelle Burrus Tillett†	Manteo	5-12-66	8-31-69
Elmer Ray Etheridge[127a]	Elizabeth City	5-12-66	8-31-69
Courtney E. Mitchell, Jr.[127b]	Kinston	5-12-66	8-31-69
Larry Forbes[127c]	Shiloh	5-12-66	8-31-69
John Harold Swindell[127d]	Swan Quarter	5-12-66	8-31-69
John V. Schweppe[127e]	Shelby	5-12-66	8-31-69
Arthur Bryan Bass[127f]	Tarboro	5-12-66	8-31-69
Mrs. George M. Wood[127g]	Camden	5-12-66	8-31-69
Earl Brooks Harris[127h]	Henderson	5-12-66	8-31-69
Frederick L. Cox†	Grifton	1-10-68	8-31-71
William M. Cochrane†	Washington, D. C.	1-10-68	8-31-71

[123c] Succeeded J. P. Brady.

[124] Of the six members who make up this commission, four are appointed by the governor and two are ex officio. *G. S.* 143-346; *S. L.*, *1955*, c. 1197; *S. L.*, *1957*, c. 831.

[124a] Succeeded W. H. Edens, deceased.

[125] The board was established by act of 1967 General Assembly which provided for a seven-member board, with the commissioner of insurance as a member and chairman, and the deputy commissioner of insurance for savings and loan associations as a member and vice-chairman. Following initial staggered terms, members serve for four years. *G. S.* 54-24.1; *S. L.*, *1967*, c. 557.

[126] As set up by the 1963 General Assembly, the board shall consist of fifteen members and the governor, who serves as ex officio chairman. The appointive members shall be chosen as follows: two from the University of North Carolina at Chapel Hill; two from North Carolina State University at Raleigh; two from Duke University; one from the membership of the Governor's Scientific Advisory Committee; one from the membership of the State Advisory Committee on Atomic Energy; three members from the General Assembly; three members from industry within the state; and one appointed upon nomination by the executive committee of the board of the Research Triangle Institute. After initial staggered terms, appointments are for four years. The 1967 General Assembly changed the name from Board of Space and Technology to Board of Science and Technology. *G. S.* 143-379; *S. L.*, *1963*, c. 1006, s. 2; *S. L.*, *1967*, c. 69.

[126a] Succeeded Sheldon P. Smith, resigned.

[126b] Succeeded Harry C. Kelly.

[126c] Succeeded Everett Palmatier, resigned.

[126d] Succeeded James Henry Millis, resigned.

[126e] Succeeded Gordon Hanes.

[127] As created by the 1963 General Assembly, the commission consists of twenty members and a chairman appointed by the governor, and ex officio members as follows: the chairman of the Board of Water Resources, the property control officer of the Department of Administration, the director of the North Carolina Recreation Commission, a member of the Wildlife Resources Commission, a member of the Highway Commission, the chairman of the State Parks Committee of the Board of Conservation and Development, and the director of North Carolina Civil Defense. Following initial staggered terms, members serve for four years. The chairman serves at the pleasure of the governor. *G. S.* 143-384, 143-385, 143-387; *S. L.*, *1963*, c. 989.

[127a] Succeeded Pascal M. Camak.

[127b] Succeeded N. E. Day.

[127c] Succeeded Thomas W. Ellis, Jr.

[127d] Succeeded C. D. Ferrell.

[127e] Succeeded Harvey C. Hines.

[127f] Succeeded Joe G. Swindell.

[127g] Succeeded S. C. Sommer.

[127h] Succeeded Fred H. Weaver.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Winston Hill[127i]	Atlantic	1-10-68	8-31-71
Thomas B. Hord, Jr.†	Lawndale	1-10-68	8-31-71
Carroll H. Gillam†	Windsor	1-10-68	8-31-71
Charles Bass[127j]	Jackson	1-10-68	8-31-71
James F. Mullen†	Hatteras	1-10-68	8-31-71
Eugene Price†	Goldsboro	1-10-68	8-31-71
Earl Norfleet Phillips†	High Point	1-10-68	8-31-71
David Yeomans[127k]	Harkers Island	1-10-68	8-31-71
NORTH CAROLINA STADIUM AUTHORITY[128]			
B. Thomas Ward, Jr., *chairman*	Greensboro	12-4-67	7-3-71
Earl N. Phillips, Jr.	High Point	12-4-67	7-3-71
Jacob H. Froelich, Jr.	High Point	12-4-67	7-3-71
Roger P. Kavanagh, Jr.	Greensboro	12-4-67	7-3-71
George E. Doughton, Jr.	Winston-Salem	12-4-67	7-3-71
Alex H. Galloway, Jr.	Winston-Salem	12-4-67	7-3-71
Smith W. Bagley	Winston-Salem	12-4-67	7-3-71
STANDARDIZATION COMMITTEE[129]			
Edward L. Rankin, Jr., *chairman*[129a]	Raleigh	1-24-66	Pleasure of the governor
C. E. Leatherman[129b]	Lincolnton	1-24-66	Pleasure of the governor
Joseph C. Eagles, Jr.[129c]	Wilson	1-24-66	Pleasure of the governor
J. E. Thompson†	Raleigh	1-24-66	Pleasure of the governor
J. L. Pierce†	Raleigh	1-24-66	Pleasure of the governor
N. W. Conner†	Raleigh	1-24-66	Pleasure of the governor
Ben H. Clarke†	Chapel Hill	1-24-66	Pleasure of the governor
Joe E. Eagles[129d]	Macclesfield	3-9-67	Pleasure of the governor
Wayne A. Corpening[129e]	Raleigh	10-1-67	Pleasure of the governor
Edward M. O'Herron, Jr.[129f]	Charlotte	7-15-68	Pleasure of the governor
NORTH CAROLINA STATE PARKS AND STATE FORESTS STUDY COMMISSION[130]			
John A. Parris, *chairman*	Sylva	11-20-67	7-6-69
Edwin Pate	Laurinburg	11-20-67	7-6-69
James Gordon Hanes, Jr.	Winston-Salem	11-20-67	7-6-69
Mrs. Doris B. Potter	North Wilkesboro	11-20-67	7-6-69
Asa Timothy Spaulding	Durham	11-20-67	7-6-69

Paul Thurman Briggs	Lexington	11-20-67	7-6-69
Dalma Huese Barber	Roper	11-20-67	7-6-69
Thomas Milburn Belk	Charlotte	11-20-67	7-6-69
Mrs. L. Barron Mills	Laurinburg	11-20-67	7-6-69

STATE STREAM SANITATION COMMITTEE[131]

(See also Board of Water and Air Resources)

Walter M. Franklin[131a]	Charlotte	5-26-65	7-11-67
Mrs. Karl Bishopric†	Leaksville	9-16-65	7-11-71
W. Grady Stevens†	Shiloh	9-16-65	7-11-71

BOARD OF TRUSTEES

NORTH CAROLINA SYMPHONY SOCIETY, INCORPORATED[132]

Mrs. C. A. Dillon, Jr.[132a]	Raleigh	8-17-65	3-10-69
Mrs. J. Spencer Love†	Greensboro	8-17-65	3-10-69
Mrs. Frank Holding[132b]*	Smithfield	1-3-67	3-10-67
		8-9-67	3-10-71

[127i] Succeeded Monroe Gaskill.

[127j] Succeeded Angus McKellar.

[127k] Succeeded Alida Willis.

[128] Created under provisions of an act of the 1967 General Assembly, the Stadium Authority is to explore the possibility of bringing major professional sports to North Carolina; the authority is also empowered to plan and construct the facility for professional sports events. *G. S.* 143-236.2; *S. L., 1967*, c. 1051.

[129] The committee consists of seven members appointed by the governor to serve at his pleasure. The director of administration serves as chairman. *G. S.* 143-60.

[129a] Succeeded Hugh Cannon.

[129b] Succeeded David M. Britt.

[129c] Succeeded Ralph H. Scott.

[129d] Succeeded C. E. Leatherman.

[129e] Succeeded Edward L. Rankin, Jr., resigned.

[129f] Succeeded Joseph C. Eagles, Jr., resigned.

[130] The commission of fifteen members was created by the 1967 General Assembly, with nine appointed by the governor, three by the lieutenant governor from the Senate membership and three by the speaker from the House membership. In addition are ex officio members: the director of the Department of Administration, the chairman of the Board of Conservation and Development, the State Highway Commission chairman, the chairman of the Wildlife Resources Commission, the chairman of the North Carolina Seashore Commission, the chairman of the North Carolina Recreation Commission, and the chairman of the North Carolina Board of Water and Air Resources. The governor designates the chairman. Unless otherwise provided by the legislature, the commission terminates in two years. *S. L., 1967*, c. 1235.

[131] This committee within the State Board of **Health**, consisting of nine members, was merged with the North Carolina Board of Water and Air Resources in 1967. *G. S.* 143-213, 143-214; *S. L., 1957*, c. 992; *S. L., 1967*, c. 892.

[131a] Succeeded William L. Corbin, resigned.

[132] The board consists of not less than sixteen members, of whom four are named by the governor for four-year terms, ten are chosen by the North Carolina Symphony Society, and two serve ex officio as follows: the governor and the superintendent of public instruction. *G. S.* 140-6; *S. L., 1943*, c. 755; *S. L., 1947*, c. 1049.

[132a] Succeeded Mrs. Ed Bond.

[132b] Succeeded Mrs. Louis V. Sutton, resigned.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Charles Vance York[132c]	Raleigh	8-8-67	3-10-71
TAX STUDY COMMISSION[133]			
James S. Currie	Raleigh	8-23-67	Pleasure of the governor
John Alexander McMahon	Chapel Hill	8-23-67	Pleasure of the governor
Ernest W. Machen, Jr.	Charlotte	8-23-67	Pleasure of the governor
BOARD OF TRUSTEES OF THE TEACHERS' AND STATE EMPLOYEES' RETIREMENT SYSTEM[134]			
Elvin Overton Faulkner[134a]	Henderson	8-12-65	4-5-69
Mrs. Wincey Johnson Rooker[134b]	Monroe	8-7-67	4-5-71
Sterling C. Manning[134c]	Raleigh	8-7-67	4-5-71
James H. Councill[134d]	Boone	8-7-67	4-5-71
John W. Pou[134e]	Greenville	7-15-68	4-5-72
Donald R. Lineberger[134f]	Brevard	6-24-68	4-5-72
NORTH CAROLINA TEXTBOOK COMMISSION[135]			
Joseph Q. Holliday†	Raleigh	9-29-65	4-1-69
Martha G. Johnston[135a]	Charlotte	9-29-65	4-1-69
Mrs. Mary Wyche Mintz[135b]	Hallsboro	9-29-65	4-1-69
Mrs. Catherine D. Penny†	Durham	9-29-65	4-1-69
Mrs. Virginia Hill Mickey[135c]	Winston-Salem	9-29-65	4-1-69
Henry C. McFadyen[135d]	Lenoir	9-29-65	4-1-69
George S. Willard[135e]	Wilson	9-29-65	4-1-69
Mrs. Margaret Bird Rentz[135f]	Bryson City	9-29-65	4-1-69
Hazel Perritt[135g]	Greensboro	9-29-65	4-1-69
Mrs. Inez C. Lewallen[135h]	Asheboro	9-29-65	4-1-69
Mrs. Georgia Smith Franklin[135i]	Greenville	9-29-65	4-1-69
C. M. King[135j]	Hendersonville	9-29-65	4-1-69
COMMISSION ON THE STUDY OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF NORTH CAROLINA[136]			
Luther H. Hodges, *chairman*	Chapel Hill	10-7-65	Report to 1967 General Assembly
Brodie S. Griffith	Charlotte	10-7-65	Report to 1967 General Assembly
D. Grier Martin	Davidson	10-7-65	Report to 1967 General Assembly
Naomi Morris	Wilson	10-7-65	Report to 1967 General Assembly
Robert S. Rankin	Durham	10-7-65	Report to 1967 General Assembly

TRYON PALACE COMMISSION[137]

Mrs. Robert P. Holding, Jr.[137a]	Raleigh	1-5-66	Term indefinite
Mrs. James W. Reid[137b]	Raleigh	12-30-67	Term indefinite
Mrs. H. Dail Holderness[137c]	Tarboro	2-15-68	Term indefinite

NORTH CAROLINA TURNPIKE AUTHORITY[138]

Vernon G. James†	Elizabeth City	10-11-65	7-1-69

[132c] Succeeded Holland McSwain.

[133] The commission was established in 1967 to study the revenue structure of the state; three members are appointed by the governor, three by the president of the Senate, and three by the speaker of the House. The commission was to report by September 1, 1968, to the governor for transmittal to the Advisory Budget Commission and the General Assembly. *S. L., 1967*, res. 67.

[134] The board is composed of eight members, six of whom are appointed by the governor with the consent of the Senate for four-year terms, and two of whom are ex officio as follows: the superintendent of public instruction and the state treasurer. One appointee of the governor must be a member of the teaching profession, one must be an employee of the State Highway and Public Works Commission, and one a state employee. The remaining members must not be either teachers or state employees. *G. S.* 135-6, 135-6(b)(3); *S. L., 1947*, c. 259.

[134a] Succeeded Robert E. Williams.

[134b] Succeeded E. L. Phillips.

[134c] Succeeded George B. Cherry.

[134d] Succeeded Withers Davis.

[134e] Succeeded L. M. Massey.

[134f] Succeeded Royal W. Sands.

[135] The commission consists of twelve members appointed jointly by the governor and the superintendent of public instruction to serve four-year terms. Seven of the members must be outstanding teachers or principals in the elementary grades; five members must be outstanding teachers or principals in the high school grades; one member may be a county or city superintendent. *G. S.* 115-208; *S. L., 1945*, c. 707; *S. L., 1955*, c. 1372, art. 24, s. 3.

[135a] Succeeded Mrs. Helen R. Marvin.

[135b] Succeeded Mrs. LaLuce Williams.

[135c] Succeeded Mrs. Dorothy Y. Zimmerman.

[135d] Succeeded Mrs. Sarah H. Richbourg.

[135e] Succeeded P. J. Weaver.

[135f] Succeeded Mary B. Thompson.

[135g] Succeeded Elizabeth Putnam.

[135h] Succeeded Clyde Pressley.

[135i] Succeeded Mrs. N. D. Clark.

[135j] Succeeded Reba Proctor.

[136] The commission, consisting of nine members with five appointed by the governor and two each by the president of the Senate and the speaker of the House, respectively, was authorized "to make a detailed and exhaustive study of the manner in which the trustees of the University of North Carolina are selected, the number which should constitute the Board of Trustees, the terms of office of the trustees, the relationship between the Board of Trustees and the General Assembly, and the relationship between the Board of Trustees and other interrelated agencies of the State." *S. L., 1965*, res. 73.

[137] The commission, acting under the general authority of the Department of Archives and History, consists of twenty-five members appointed by the governor and six ex officio members as follows: the governor, the attorney general, the director of the Department of Conservation and Development, the director of the Department of Archives and History, the mayor of New Bern, and the chairman of the Craven County Board of County Commissioners. The law does not specify the terms of the appointees. *G. S.* 121-19; *S. L., 1945*, c. 791.

[137a] Succeeded Mrs. Charles A. Cannon, deceased.

[137b] Succeeded Mrs. Henry F. DuPont, deceased.

[137c] Succeeded Mrs. William Henry Belk, deceased.

[138] Established by an act of the 1963 General Assembly, the authority is empowered to construct, maintain, and operate toll roads across the state. It consists of four members, including the chairman of the State Highway Commission, ex officio member, and three members appointed by the governor for initial terms of one, two, and three years. Subsequent terms are for four years. *G. S.* 136-89.61; *S. L., 1963*, c. 757, s. 3.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
George Royall Goodwin, Jr.†	Raleigh	6-30-66	7-1-70

U.S.S. NORTH CAROLINA BATTLESHIP COMMISSION[139]

James C. Bowman[139a]	Southport	9-7-65	4-4-67
Mrs. James S. Livermon[139b]	Scotland Neck	9-7-65	4-4-67
Percy B. Ferebee†*	Southport	9-7-65	4-4-67
		9-14-67	4-4-69
Joseph Daniel Fitz†*	Morganton	9-7-65	4-4-67
		9-14-67	4-4-69
G. Andrew Jones†*	Raleigh	9-7-65	4-4-67
		9-14-67	4-4-69
George Losak[139c]*	Wilmington	9-7-65	4-4-67
		9-14-67	4-4-69
Dick O'Neal[139d]*	New Holland	9-7-65	4-4-67
		9-14-67	4-4-69
James Eugene Penland[139e]*	Newland	9-7-65	4-4-67
		9-14-67	4-4-69
Thomas Edward Pickard, Jr.†*	Charlotte	9-7-65	4-4-67
		9-14-67	4-4-69
Horace Lee Prevatte[139f]*	Wilmington	9-7-65	4-4-67
		9-14-67	4-4-69
John Taylor Schiller[139g]*	Wilmington	9-7-65	4-4-67
		9-14-67	4-4-69
Jack Spain[139h]*	Washington, D. C.	9-7-65	4-4-67
		9-14-67	4-4-69
Eugene Cebron Thompson†*	Warsaw	9-7-65	4-4-67
		9-14-67	4-4-69
Richard Thomas Vann*	Murfreesboro	9-7-65	4-4-67
		9-14-67	4-4-69
Thomas C. Ellis[139i]*	Raleigh	9-7-65	4-4-67
		9-14-67	4-4-69
Orville B. Campbell[139j]	Chapel Hill	9-14-67	4-4-69
Edward L. Rankin, Jr., *chairman*[139k]†*	Raleigh	9-14-67	4-4-69

NORTH CAROLINA UTILITIES COMMISSION[140]

John Worth McDevitt[140a]	Durham	1-19-66 (effective 2-1-66)	7-1-73

Thomas R. Eller, Jr.†	Brevard	1-19-66	7-1-73
Maurice Alexander Biggs, Jr.[140b]	Rocky Mount	8-18-67	7-1-69
Clawson L. Williams, Jr.[140c]	Sanford	8-18-67	7-1-69
Marvin Rhem Wooten[140d]	Cary	12-9-68 (effective 12-20-68)	7-1-73

STATE BOARD OF VETERANS AFFAIRS[141]

W. Dudley Robbins[141a]	Willard	9-16-65	5-16-70
Jack L. Rider[141b]	Kinston	5-18-66	5-16-71
John R. Dickerson†	Monroe	8-8-67	5-16-72
Wesley B. Culllipher†	Elizabeth City	6-20-68	5-16-73

COMMISSION ON THE STUDY OF THE STATUTES RELATING TO VISITING SPEAKERS AT STATE SUPPORTED EDUCATIONAL INSTITUTIONS[142]

David Britt, *chairman*	Lumberton	6-24-65
William T. Joyner, Sr.	Raleigh	6-24-65
Charles F. Meyers	Greensboro	6-24-65

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[139] The commission consists of not more than fifteen members, including as ex officio member at least one person from the board or staff of the Department of Conservation and Development. Members serve on the commission for two years. A 1963 amendment provided that the commission should continue in existence until the General Assembly should otherwise provide. *G. S.* 143-363; *S. L., 1963*, c. 52.

[139a] Succeeded K. R. Williams.

[139b] Succeeded Marvin R. Robbins.

[139c] Succeeded Charles H. Craven, Jr.

[139d] Succeeded Victor S. Bryant.

[139e] Succeeded John H. Fox.

[139f] Succeeded Hugh Morton.

[139g] Succeeded Edward L. Rankin, Jr.

[139h] Succeeded William G. Womble, Jr.

[139i] Ex officio (Department of Conservation and Development).

[139j] Succeeded James C. Bowman.

[139k] Succeeded Mrs. James S. Livermon in 1967. Through error appointed as an extra person in 1965.

[140] As amended by the 1963 General Assembly, the terms of the five commissioners appointed by the governor were increased from six to eight years. After initial staggered appointments, terms are for eight years. The governor designates one of the members as chairman. *G. S.* 62-10; *S.L., 1963*, c. 1165, s. 1; *S. L., 1967*, c. 1238. On January 19, 1966, the governor designated Harry T. Westcott to continue as chairman for a term ending July 1, 1969.

[140a] Succeeded R. Brookes Peters, Jr.

[140b] Succeeded Clarence H. Noah.

[140c] Succeeded Sam O. Worthington.

[140d] Succeeded Thomas R. Eller, Jr., resigned.

[141] The commission consists of five members appointed by the governor for five-year terms. All must be veterans and must represent both major political parties. *G. S.* 165-5; *S. L., 1945*, c. 723; *S. L., 1967*, c. 1060, s. 1.

[141a] Succeeded William Z. Ward.

[141b] Succeeded John L. Kallam.

[142] *S. L., 1965*, res. 85, provided that five members were to be appointed by the governor, two by the lieutenant governor, and two by the speaker of the House of Representatives, with the chairman designated by the governor. The resolution made no mention of the length of term of members, but a report was to be made to the governor upon completion of the study.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Mrs. Elizabeth G. Swindell	Wilson	6-24-65	
Ben C. Fisher	Wake Forest	6-24-65	

BOARD OF WATER RESOURCES[143]
(See also Board of Water and Air Resources)

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
J. Aaron Prevost[143a]*	Waynesville	1-15-65 8-3-65	7-1-65 7-1-71
James R. Townsend†	Durham	8-3-65	7-1-71

NORTH CAROLINA BOARD OF WATER AND AIR RESOURCES[144]

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
J. Vivian Whitfield, *chairman*	Wallace	8-16-67	7-1-73
S. Vernon Stevens, Jr.[144a]	Broadway	8-16-67	7-1-73
P. Greer Johnson	Asheville	8-16-67	7-1-73
J. Aaron Prevost	Waynesville	8-16-67	7-1-73
Wayne Mabry	Albemarle	8-16-67	7-1-71
Glenn M. Tucker	Carolina Beach	8-16-67	7-1-71
Paul Dexter Davis	Durham	8-16-67	7-1-71
J. Nelson Gibson, Jr.	Gibson	8-16-67	7-1-71
W. Grady Stevens	Shiloh	8-16-67	7-1-71
Walter McKinney Franklin	Charlotte	8-16-67	7-1-69
H. Grady Farthing	Boone	8-16-67	7-1-69
James Maurice Jarrett	Raleigh	8-16-67	7-1-69
Robert A. Ross	Chapel Hill	8-21-67	7-1-69
James Eugene Penland[144b]	Newland	12-6-68	7-1-69
Raymond S. Talton[144c]	Raleigh	12-11-68	7-1-73

WATER CONTROL ADVISORY COUNCIL[145]

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Robert F. Young	Halifax	11-26-67	Pleasure of the governor
M. D. Whisnant	Belhaven	11-20-67	Pleasure of the governor
Robert L. Martin	Bethel	11-20-67	Pleasure of the governor
Frederic F. Fish	Raleigh	11-20-67	Pleasure of the governor
Ralph E. Fadum	Raleigh	11-20-67	Pleasure of the governor
Robert F. Coleman, Jr.	Wilmington	11-20-67	Pleasure of the governor
Mrs. Karl Bishopric	Spray	11-20-67	Pleasure of the governor
John L. Brown, Jr.	Kannapolis	11-20-67	Pleasure of the governor
William M. Haislip	Gastonia	12-5-67	Pleasure of the governor

Edwin W. Monroe[145a]	Greenville	10-7-68	Pleasure of the governor

NORTH CAROLINA WILDLIFE RESOURCES COMMISSION[146]

Joe M. Anderson, Jr.[146a]	New Bern	8-26-65	6-30-71
James A. Bridger[146b]	Bladenboro	8-26-65	6-30-69
Jay Wagoner†	Graham	8-26-65	6-30-71
James A. Connelly[146c]	Morganton	8-26-65	6-30-71
T. N. Massie[146d]*	Sylva	12-28-66	6-30-67
		9-1-67	6-30-73
Robert C. Sanders[146e]	Charlotte	9-1-67	6-30-73
Judson Holt Evans[146f]	Enfield	9-1-67	6-30-73

COMMISSION ON THE EDUCATION AND EMPLOYMENT OF WOMEN[147]

Mrs. Frank Brown, Jr.*	Cullowhee	9-30-65	9-25-67
		9-25-67	6-30-69
Mrs. Hugh W. Primrose*	Wilmington	9-30-65	9-25-67
		9-25-67	6-30-69
Mrs. Dillard Griffin*	Durham	9-30-65	9-25-67
		9-25-67	6-30-69

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[143] The board is made up of seven members appointed by the governor for six-year terms. The director is appointed by the board with the approval of the governor. The board was merged with the Board of Water and Air Resources in 1967. *G. S.* 143-353; *S. L., 1959*, c. 779, s. 1; *S. L., 1967*, c. 892, s.1.

[143a] Succeeded Dan K. Moore, resigned.

[144] As established by the 1967 General Assembly, the board was a consolidation of the State Stream Sanitation Committee and the Board of Water Resources. It is also charged with responsibility of establishing a statewide program of air pollution control. The thirteen members serve six-year terms. *G. S.* 143-214; *S. L., 1967*, c. 892, s. 1.

[144a] Appointed chairman 12-6-68, succeeding J. Vivian Whitfield.

[144b] Succeeded H. Grady Farthing, resigned.

[144c] Succeeded J. Vivian Whitfield, deceased.

[145] The council consists of nine members appointed by the governor to serve at his pleasure. The law specifies the groups to be represented on the council. *G. S.* 143-214(j); *S. L. 1967*, c. 892.

[145a] Succeeded Robert F. Young, deceased.

[146] The 1961 General Assembly increased the membership of this commission from nine to eleven persons to be appointed by the governor for six-year terms. Members must be informed on wildlife conservation and restoration problems, and shall be appointed from geographical districts designated in the General Statutes. Vacancies are filled by appointment of the governor for the duration of unexpired terms. *G. S.* 143-240, 143-241; *S. L., 1961*, c. 737, s. 1; *S. L., 1947*, c. 263, s. 6.

[146a] Succeeded Robert M. Carr.

[146b] Succeeded Tom U. Cameron, resigned.

[146c] Succeeded Lee L. Powers.

[146d] Succeeded Oscar Ledford, resigned.

[146e] Succeeded Thurman Briggs.

[146f] Succeeded G. E. Beal.

[147] The commission, successor to the Commission on the Status of Women which was established by executive order on October 11, 1963, was made a statutory body in 1967; seven members are appointed by the governor to serve for two years. The body is to report its findings and recommendations to each session of the General Assembly. *G. S.* 143-424; *S. L., 1967*, c. 1027. See Executive Order of Governor Sanford, October 11, 1963. Mitchell, *Addresses of Sanford*, 536. Reappointments were from the former commission.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Mrs. Marvin K. Blount	Greenville	9-25-67	6-30-68
Mrs. John B. Chase*	Eureka	9-25-67	6-30-68
		9-12-68	6-30-70
Margaret A. Hunt*	Greensboro	9-25-67	6-30-68
		9-12-68	6-30-70
Voit Gilmore*	Southern Pines	9-25-67	6-30-68
		9-11-68	6-30-70
Mrs. Mary Faye Brumby[147a]	Murphy	11-7-68	6-30-70

WRECK COMMISSIONERS[148]

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Carlisle Newton Davis[148a]	Sneads Ferry	12-13-65	10-2-67

ZOOLOGICAL GARDEN STUDY COMMISSION[149]

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
James W. Graham	Raleigh	5-31-67	Pleasure of the governor
M. C. Benton, Jr.	Winston-Salem	5-31-67	Pleasure of the governor
Norwood W. Pope, *chairman*	Raleigh	5-31-67	Pleasure of the governor

EDUCATIONAL INSTITUTIONS

AGRICULTURAL AND TECHNICAL STATE UNIVERSITY BOARD OF TRUSTEES[150]

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
L. L. Ray[150a]	Greensboro	8-17-65	6-30-73
Robert H. Frazier, *chairman*†	Greensboro	6-30-65	8-17-65
		8-17-65	6-30-75
William Bartelle Wicker†	Greensboro	8-17-65	6-30-73
Frontis W. Johnston†	Davidson	8-14-67	6-30-75
John S. Stewart†	Durham	8-14-67	6-30-75
Charles Wiley Phillips[150b]	Greensboro	8-14-67	6-30-75

TECHNICAL INSTITUTE OF ALAMANCE BOARD OF TRUSTEES[151]

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Hubert Baxter Green[151a]	Burlington	9-16-65	6-30-73
Mrs. B. Tate Horton†	Burlington	7-31-67	6-30-75

THE COLLEGE OF THE ALBEMARLE BOARD OF TRUSTEES[152]

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Julian A. White, Sr.[152a]	Elizabeth City	9-2-65	6-30-73
Gerald Franklin White[152b]	Elizabeth City	8-8-67	6-30-75

APPALACHIAN STATE UNIVERSITY BOARD OF TRUSTEES[153]

George Henry Corn†	Shelby	8-20-65	6-30-73
John Bartlett Hagaman, Jr.†	Boone	8-20-65	6-30-73
William Ralph Winkler, Sr.†	Boone	8-20-65	6-30-73
Lester P. Martin, Jr.†	Mocksville	8-3-67	6-30-75
Hugh S. Daniel, Jr.[153a]	Waynesville	8-3-67	6-30-75
Dwight W. Quinn[153b]	Kannapolis	8-3-67	6-30-75

THE NORTH CAROLINA SCHOOL OF THE ARTS BOARD OF TRUSTEES[154]

Alfred Johnston Fletcher[154a]	Raleigh	7-8-66	6-30-72
Mrs. J. Everette Miller†	Raleigh	7-8-66	6-30-72
Mrs. Wilbur Jolly†	Louisburg	7-8-66	6-30-70
R. Philip Hanes, Jr.†	Winston-Salem	7-8-66	6-30-72
Smith Bagley†	Winston-Salem	7-8-66	6-30-72
James Gordon Hanes, Jr.[154b]	Winston-Salem	7-1-68	6-30-74

[147a] Succeeded Mrs. Marvin K. Blount.

[148] Whenever necessary, the governor appoints wreck commissioners for the various districts in the state's coastal counties to serve for two-year terms. Each commissioner is to live in the district for which he is appointed. *G. S.* 82-2.

[148a] Succeeded A. W. Drinkwater.

[149] The commission, consisting of nine members of whom three are appointed by the governor, three by the lieutenant governor, and three by the speaker of the House of Representatives, authorized by the 1967 General Assembly, was to file its report with the governor and the General Assembly as soon as possible after completing its investigation and study. *S. L., 1967*, res. 28.

[150] The board is composed of twelve members appointed by the governor for terms of eight years each, the terms to be staggered so that three vacancies occur every two years. The appointments are subject to confirmation by the General Assembly. *G. S.* 116-46 (1); *S. L., 1957*, c. 1142; see also *G. S.* 116-44.14; *S. L., 1967*, c. 1038.

[150a] Succeeded W. L. Reid.

[150b] Succeeded J. Mack Hatch.

[151] As organized by the 1963 General Assembly, each community college and technical institute shall be governed by a board of trustees consisting of twelve members. Four of this number are appointed by the governor; four are elected by the board of education of the public school administrative unit in the administrative area of the institution; and four are elected by the board of commissioners of the county in which the institution is located, provided that if the administrative area is made up of two or more counties, the trustees shall be elected jointly by the commissioners of the two or more counties. All members must be residents of the administrative area of the institution or contiguous counties. Following staggered appointments, members are appointed for eight years. *G. S.* 115A-7-115A-8; *S. L., 1963*, c. 448, s. 23.

[151a] Succeeded Stephen B. Thomas.

[152] See footnote 151 to Technical Institute of Alamance.

[152a] Succeeded M. Keith Fearing, Jr.

[152b] Succeeded C. Alden Baker.

[153] See footnote 150 to Agricultural and Technical State University. See also *G. S.* 116-44.12; *S. L., 1967*, c. 1038.

[153a] Succeeded Mrs. J. Ed Broyhill.

[153b] Succeeded William J. Conrad.

[154] As created by the 1963 General Assembly, this board consists of thirteen members, twelve of whom are appointed by the governor, and one of whom is the conductor of the North Carolina Symphony who serves ex officio. After initial appointments, members serve six-year terms. *G. S.* 116-65; *S. L., 1963*, c. 1116.

[154a] Succeeded E. N. Richards.

[154b] Succeeded Mrs. Paul L. Muilenburg.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Thomas S. Kenan III[154c]	Durham	7-1-68	6-30-74
Samuel Talmadge Ragan†	Southern Pines	7-1-68	6-30-74
James H. Semans, *chairman*†	Durham	7-1-68	6-30-74
ADVISORY BOARD OF THE SCHOOL FOR THE PERFORMING ARTS[155]			
Helen Hayes[155a]	New York, N. Y.	5-1-68	6-30-75
William Schuman[155b]	New York, N. Y.	5-1-68	6-30-75
Jean Dalrymple[155c]	New York, N. Y.	5-1-68	6-30-75
James Christian Pfohl†	Reston, Virginia	5-1-68	6-30-75
ASHEVILLE-BILTMORE COLLEGE BOARD OF TRUSTEES[156]			
Louis Lipinsky, Sr.†	Asheville	7-15-65	6-30-73
George Hoyle Blanton, Jr.[156a]	Forest City	8-20-65	6-30-73
Robert Fletcher Phillips[156b]	Asheville	8-20-65	6-30-73
Jerome L. Reeves[156c]	Canton	8-20-65	6-30-69
Richard B. Wynne[156d]	Asheville	8-8-66	6-30-73
J. Gerald Cowan†	Asheville	7-25-67	6-30-75
William M. Lehmkuhl†	Asheville	7-26-67	6-30-75
Claude Ramsey, Jr.†	Asheville	7-25-67	6-30-75
Philip C. Brownell[156e]	Asheville	11-6-68	6-30-73
ASHEVILLE-BUNCOMBE TECHNICAL INSTITUTE BOARD OF TRUSTEES[157]			
William Dillard†	Sylva	7-1-65	6-30-73
Ernest A. Mills†	Asheville	7-31-67	6-30-75
William M. Morgan[157a]	Asheville	1-12-65	6-30-69
John W. Erichson[157b]	Asheville	11-7-68	6-30-73
BEAUFORT COUNTY TECHNICAL INSTITUTE BOARD OF TRUSTEES[158]			
L. H. Ross	Washington	1-17-68	6-30-73
Louis T. Randolph	Washington	1-17-68	6-30-71
Delma L. Keech	Pinetown	1-17-68	6-30-69
William F. Taylor	Washington	1-17-68	6-30-75
Woody Andrews	Pantego	1-4-68	6-30-69
BURKE COUNTY COMMUNITY COLLEGE BOARD OF TRUSTEES[159]			
Eugene Morrison White†	Hudson	8-20-65	6-30-73

Caldwell Technical Institute Board of Trustees[160]

Myron Lenoir Moore, Jr.†	Lenoir	8-20-65	6-30-73
Donald Gray Warren[160a]	Lenoir	8-2-67	6-30-75

Cape Fear Technical Institute Board of Trustees[161]

Howard Holly†	Burgaw	8-20-65	6-30-73
Kirby Sullivan†	Southport	7-24-67	6-30-75

Catawba Valley Technical Institute Board of Trustees[162]

Brenard G. Brown[162a]	Newton	8-20-65	6-30-73
Jay F. Wilfong[162b]	Newton	8-7-67	6-30-75

Central Carolina Technical Institute Board of Trustees[163]

Lewis C. Lawrence*	Sanford	12-15-65	6-30-67
		7-26-67	6-30-75
Robert W. Dalrymple	Sanford	12-15-65	6-30-69
John M. Sopousek	Sanford	12-15-65	6-30-71
John J. Marshall	Sanford	12-15-65	6-30-73
Robert E. Brickhouse[163a]	Sanford	7-26-67	6-30-71

[154c] Succeeded Mrs. James Boyd.

[155] The board consists of at least ten members who shall have achieved national or international distinction as performers, playwrights, or composers. Following initial staggered appointments, terms are for eight years. *G. S.* 116-67; *S. L., 1963*, c. 1116, s. 1.

[155a] Succeeded Jose Ferrer.

[155b] Succeeded Vittorio Giannini, deceased.

[155c] Succeeded Jan Peerce.

[156] See footnote 150 to Agricultural and Technical State University; see also *G. S.* 116-45.2.

[156a] Succeeded Solon Smart.

[156b] Succeeded Edwin Duncan, Jr., resigned.

[156c] Succeeded J. Aaron Prevost.

[156d] Succeeded Louis Lipinsky, Sr., deceased.

[156c] Succeeded Robert F. Phillips, resigned.

[157] See footnote 151 to Technical Institute of Alamance.

[157a] Succeeded Paul W. Markwood.

[157b] Succeeded William Dillard, resigned.

[158] See footnote 151 to Technical Institute of Alamance.

[159] See footnote 151 to Technical Institute of Alamance. Burke County Community College became the Western Piedmont Community College.

[160] See footnote 151 to Technical Institute of Alamance.

[160a] Succeeded John A. Forlines, Jr.

[161] See footnote 151 to Technical Institute of Alamance.

[162] See footnote 151 to Technical Institute of Alamance.

[162a] Succeeded C. Ray Morrow.

[162b] Succeeded Ira E. Bell.

[163] See footnote 151 to Technical Institute of Alamance.

[163a] Succeeded John M. Sopousek, resigned.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
CENTRAL PIEDMONT COMMUNITY COLLEGE BOARD OF TRUSTEES[164]			
Mrs. Henry E. Fisher[164a]	Charlotte	8-20-65	6-30-73
John R. Milliken†	Monroe	7-24-67	6-30-75
CRAVEN COUNTY TECHNICAL INSTITUTE BOARD OF TRUSTEES[165]			
Albert McCall Salem	Havelock	4-1-68	6-30-69
James F. Gavin	New Bern	4-1-68	6-30-71
Mrs. Evelyn Cutler Haire	New Bern	4-1-68	6-30-73
Lynn N. Kelso	New Bern	4-1-68	6-30-75
DAVIDSON COUNTY COMMUNITY COLLEGE BOARD OF TRUSTEES[166]			
Mrs. Willie F. Brinkley*	Lexington	2-19-65 7-24-67	6-30-67 6-30-75
Sim A. DeLapp	Lexington	2-19-65	6-30-69
Russell F. Van Landingham	Thomasville	2-19-65	6-30-71
Eric E. Morgan, Jr.	Lexington	2-19-65	6-30-73
NORTH CAROLINA SCHOOLS FOR THE DEAF BOARD OF DIRECTORS[167]			
Roy Benjamin Williams†	Elm City	11-30-65	7-17-69
O. H. Pons, Sr.†	Valdese	11-30-65	7-17-69
James G. Northcott, Jr.†	Black Mountain	11-30-65	7-17-69
Edgar T. Beddingfield, Jr.†	Stantonsburg	11-30-65	7-17-69
Mrs. Adam J. Whitley[167a]	Smithfield	11-30-65	7-17-69
Mrs. James C. Farthing[167b]	Lenoir	11-30-65	7-17-69
Mrs. L. C. Gifford[169c]	Hickory	11-30-65	7-17-69
Cecil Lee Porter[167d]	North Wilkesboro	11-30-65	7-17-69
John N. Kalmar[167e]	Faison	11-30-65	7-17-69
Julius Jennings Wade, Jr.[167f]	Charlotte	11-30-65	7-17-69
S. J. Westmoreland[167g]	Marion	11-30-65	7-17-69
DURHAM TECHNICAL INSTITUTE BOARD OF TRUSTEES[168]			
Ernest G. Andrews*	Durham	3-18-65 7-26-67	6-30-67 6-30-75
Ronald C. Foreman	Durham	3-18-65	6-30-69
Mrs. Herbert Fox	Durham	3-18-65	6-30-71

John W. McDevitt	Durham	3-18-65	6-30-73
Alton Carroll Pledger[168a]	Durham	10-25-66	6-30-73

EAST CAROLINA UNIVERSITY BOARD OF TRUSTEES[169]

Robert B. Morgan, *chairman*†	Lillington	7-15-65	6-30-73
Henry Belk†	Goldsboro	7-15-65	6-30-73
Troy B. Dodson[169a]	Greenville	7-15-65	6-30-73
Charles H. Larkins, Sr.[169b]	Kinston	8-9-67	6-30-75
William W. Taylor, Jr.[169c]	Raleigh	8-9-67	6-30-75
James L. Whitfield†	Raleigh	8-9-67	6-30-75

ELIZABETH CITY STATE COLLEGE BOARD OF TRUSTEES[170]

Fred Pendleton Markham III[170a]	Elizabeth City	8-20-65	6-30-73
A. Pilston Godwin, Jr.†	Gatesville	8-20-65	6-30-73
Roland L. Garrett†	Elizabeth City	8-20-65	6-30-73
Joseph J. Harrington[170b]	Lewiston	10-10-67	6-30-73
Herbert T. Mullen[170c]	South Mills	10-10-67	6-30-75
Maceo A. Sloan[170d]	Durham	10-10-67	6-30-75

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[164] See footnote 151 to Technical Institute of Alamance.

[164a] Succeeded Mrs. Frank A. McClenegham.

[165] See footnote 151 to Technical Institute of Alamance.

[166] See footnote 151 to Technical Institute of Alamance.

[167] As organized by the 1961 General Assembly the North Carolina School for the Deaf at Morganton and the Eastern North Carolina School for the Deaf shall be under the control of this board. The governor appoints eleven members to serve for four years each; the appointments are ratified by the General Assembly. *G. S.* 115-338; *S. L.*, *1961*, c. 968, s. 1; *S. L.*, *1963*, c. 448, s. 28.

[167a] Succeeded Arthur Bell Harris.

[167b] Succeeded Howard Moose.

[167c] Succeeded Mrs. Pearl O'Donnell.

[167d] Succeeded Samuel McD. Tate.

[167e] Succeeded Lawrence D. Weaver.

[167f] Succeeded W. S. McCord.

[167g] Succeeded J. M. Vestal.

[168] See footnote 151 to Technical Institute of Alamance.

[168a] Succeeded John W. McDevitt, resigned.

[169] See footnote 150 to Agricultural and Technical State University; see also *G. S.* 116-44.11; *S. L.*, *1967*, c. 1038.

[169a] Succeeded William W. Taylor, Jr.

[169b] Succeeded Henry Oglesby.

[169c] Succeeded Fred F. Bahnson, Jr.

[170] See footnote 150 to Agricultural and Technical State University; see also *G. S.* 116-45. 1; *S. L.*, *1963*, c. 422.

[170a] Succeeded J. C. Abbott.

[170b] Succeeded Roland L. Garrett.

[170c] Succeeded Louis T. Randolph.

[170d] Succeeded John Whitted Bond.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Kermit E. White[170e]	Elizabeth City	10-10-67	6-30-73
Clifford Jones†	Elizabeth City	10-10-67	6-30-75

FAYETTEVILLE STATE COLLEGE BOARD OF TRUSTEES[171]

Mrs. James R. Nance[171a]	Fayetteville	10-11-65	6-30-73
Stewart B. Warren†	Clinton	8-20-65	6-30-73
John H. Cook, *chairman*†	Fayetteville	8-20-65	6-30-73
C. J. Barber†	Garner	8-31-67	6-30-75
Gurney E. Edgerton†	Fayetteville	8-31-67	6-30-75
Charles Dawkins[171b]	Fayetteville	8-31-67	6-30-75
J. Wilbur Breece[171c]	Fayetteville	11-7-68	6-30-71

FAYETTEVILLE TECHNICAL INSTITUTE BOARD OF TRUSTEES[172]

Clarence A. Chick, Sr.[172a]	Fayetteville	8-20-65	6-30-73
Marion Columbus George, Jr.[172b]	Fayetteville	1-21-66	6-30-73
John C. Mitchell[172c]	Fayetteville	8-3-67	6-30-75

FORSYTH TECHNICAL INSTITUTE BOARD OF TRUSTEES[173]

Marvin J. Mulhern†	Winston-Salem	7-1-65	6-30-73
C. Edwin Allman, Jr.[173a]*	Winston-Salem	10-20-66 7-7-67	6-30-67 6-30-75
Emil N. Shaffner[173b]	Winston-Salem	1-12-67	6-30-71

GASTON COLLEGE BOARD OF TRUSTEES[174]

Earl Thornwell Groves[174a]	Gastonia	9-7-65	6-30-73
Albert G. Myers, Jr.[174b]	Gastonia	9-7-65	6-30-71
James H. Atkins*	Gastonia	9-7-65 7-21-67	6-30-67 6-30-75
J. Bart Hall†	Belmont	9-7-65	6-30-69

GOVERNOR MOREHEAD SCHOOL BOARD OF DIRECTORS[175]

George P. Henderson[175a]	Maxton	9-24-65	5-1-69
Cecil J. Hill[175b]	Brevard	9-24-65	5-1-69
Ernest Linwood Hollowell[175c]	Edenton	9-24-65	5-1-69
Haden Edward Knox[175d]	Charlotte	9-24-65	5-1-69
William Paul Morgan[175e]	Statesville	9-24-65	5-1-69

Harry Shor[175f]	Raleigh	9-24-65	5-1-69
Walker Overton Shue[175g]	Graham	9-24-65	5-1-69
S. Linton Smith[175h]	Raleigh	9-24-65	5-1-69
Mrs. Alice Edmondson Wilson[175i]	Tarboro	9-24-65	5-1-69
Claude Edward Teague†	Chapel Hill	9-24-65	5-1-69
Carroll Wayland Weathers†	Winston-Salem	9-24-65	5-1-69

GUILFORD TECHNICAL INSTITUTE BOARD OF TRUSTEES[176]

H. Frank Starling	Greensboro	8-19-65	6-30-73
John T. Davis, Jr.	High Point	8-19-65	6-30-71
Robert O. Kistler	Pleasant Garden	8-19-65	6-30-69
John W. Thompson, Jr.*	Greensboro	8-19-65	6-30-67
		7-25-67	6-30-75

W. W. HOLDING TECHNICAL INSTITUTE BOARD OF TRUSTEES[177]

William D. Ashley	Raleigh	10-13-65	6-30-73

[170e] Succeeded A. Pilston Godwin, Jr.

[171] See footnote 150 to Agricultural and Technical State University.

[171a] Succeeded R. J. Hester, Jr.

[171b] Succeeded Albert J. Ellis.

[171c] Succeeded W. P. DeVane, deceased.

[172] See footnote 151 to Technical Institute of Alamance.

[172a] Succeeded Herbert W. Vick.

[172b] Succeeded Clarence A. Chick, Sr., deceased.

[172c] Succeeded Mrs. Thomas H. Finch.

[173] See footnote 151 to Technical Institute of Alamance.

[173a] Succeeded Claude Frederick, resigned.

[173b] Succeeded Claude M. Hamrick, resigned.

[174] See footnote 151 to Technical Institute of Alamance.

[174a] Succeeded Charles Glenn.

[174b] Succeeded D. F. Mason.

[175] In 1963 the name of the institution was changed from the State School for the Blind and the Deaf in Raleigh to the Governor Morehead School. The board consists of eleven members appointed by the governor and confirmed by the Senate for four-year terms. *G. S.* 115-321, 115-322; *S. L., 1963*, c. 448, s. 28, res. 65.

[175a] Succeeded Robert A. Hedrick.

[175b] Succeeded Mrs. C. C. Ross.

[175c] Succeeded Gilbert Peel, Jr.

[175d] Succeeded Mrs. Jones Norman.

[175e] Succeeded George R. Bennette.

[175f] Succeeded D. R. Mauney, Jr.

[175g] Succeeded Richard B. Ford.

[175h] Succeeded Charles Bruton.

[175i] Succeeded Mrs. Larry B. Pate.

[176] See footnote 151 to Technical Institute of Alamance.

[177] See footnote 151 to Technical Institute of Alamance.

Name of Appointee	Address	Date Appointed	Date of Expiration
Carl Boone Dean	Wendell	11-3-65	6-30-71
Edward A. Loeser	Raleigh	11-13-65	6-30-69
Lee C. Smith	Raleigh	10-13-65	6-30-67
John Wall Liles, Jr.[177a]	Raleigh	8-18-66	6-30-67
Harry Kennedy Clark II[177b]	Raleigh	1-10-67	6-30-69
Paul A. DelaCourt[177c]	Raleigh	8-18-67	6-30-75
ISOTHERMAL COMMUNITY COLLEGE BOARD OF TRUSTEES[178]			
J. T. Mize[178a]	Tryon	8-9-65	6-30-73
H. Paul Bridges†	Cliffside	7-24-67	6-30-75
LENOIR COUNTY COMMUNITY COLLEGE BOARD OF TRUSTEES[179]			
James L. Hardy[179a]	LaGrange	8-20-65	6-30-73
Mrs. Paul L. Fletcher†	Kinston	8-3-67	6-30-75
NORTH CAROLINA COLLEGE AT DURHAM BOARD OF TRUSTEES[180]			
Robert J. Brown[180a]	High Point	11-1-65	6-30-73
Bascom T. Baynes†	Durham	11-1-65	6-30-73
Mrs. R. S. Ferguson[180b]	Taylorsville	12-15-65	6-30-73
Malcolm H. Hunt[180c]	Raleigh	12-15-65	6-30-69
Mrs. Everett I. Bugg, Jr.[180d]	Durham	2-6-67	6-30-69
Paul Clyde[180e]	Durham	8-21-67	6-30-75
Clyde A. Shreve†	Summerfield	8-21-67	6-30-75
Clarence Watkins†	Reidsville	8-21-67	6-30-75
ONSLOW COUNTY TECHNICAL INSTITUTE BOARD OF TRUSTEES[181]			
Ray Marshall	Maysville	11-3-67	6-30-69
Willis Eugene Mease	Richlands	11-3-67	6-30-71
John Vardis Huff	Jacksonville	11-3-67	6-30-75
Thompson Jones	Jacksonville	11-3-67	6-30-73
PEMBROKE STATE COLLEGE BOARD OF TRUSTEES[182]			
Martin L. Brooks[182a]	Pembroke	4-15-65	6-30-71
Herman Dial[182b]	Maxton	4-15-65	6-30-71
John Willie Oxendine[182c]	Lumberton	4-15-65	6-30-71

Hal W. Little†	Wadesboro	7-8-65	6-30-73
Zeb A. Lowry†	Pembroke	7-8-65	6-30-73
Elmer T. Lowry[182d]	Rowland	7-8-65	6-30-73
Roscoe Drake McMillan, Jr.[182e]	Red Springs	8-17-67	6-30-75
B. O. Burns[182f]	Rowland	8-17-67	6-30-75
L. W. Jacobs, *chairman*†	Pembroke	8-17-67	6-30-75
W. Earl Britt[182g]	Lumberton	9-22-67	6-30-71
Purnell Swett[182h]	Pembroke	2-13-68	6-30-75

PITT TECHNICAL INSTITUTE BOARD OF TRUSTEES[183]

James Woodrow Brewer[183a]	Greenville	8-20-65	6-30-73
Robert Lee Ramey[183b]*	Greenville	3-18-66	6-30-67
		7-1-67	6-30-75

RANDOLPH TECHNICAL INSTITUTE BOARD OF TRUSTEES[184]

Robert H. Allred	Randleman	12-10-65	6-30-69
Henry H. Jordan II	Ramseur	12-10-65	6-30-71
Alton P. Wall	Asheboro	12-10-65	6-30-73

[177a] Succeeded Lee C. Smith.

[177b] Succeeded Edward A. Loeser, resigned.

[177c] Succeeded John Wall Liles, Jr.

[178] See footnote 151 to Technical Institute of Alamance. The college was formerly Rutherford County Community College.

[178a] Succeeded Lee L. Powers.

[179] See footnote 151 to Technical Institute of Alamance.

[179a] Succeeded William E. Brewer.

[180] See footnote 150 to Agricultural and Technical State University.

[180a] Succeeded Reginald A. Hawkins.

[180b] Succeeded Dillard Teer.

[180c] Succeeded W. W. Pierson.

[180d] Succeeded Malcolm H. Hunt, deceased.

[180e] Succeeded Welch Harris.

[181] See footnote 151 to Technical Institute of Alamance.

[182] See footnote 150 to Agricultural and Technical State University.

[182a] Succeeded Harvey Lowry, resigned.

[182b] Succeeded Frank Epps.

[182c] Succeeded Lester Bullard.

[182d] Succeeded C. A. Hostetler.

[182e] Succeeded Ashley Murphy.

[182f] Succeeded Edward L. Williamson.

[182g] Succeeded Dr. Martin L. Brooks, resigned.

[182h] Succeeded L. W. Jacobs, deceased.

[183] See footnote 151 to Technical Institute of Alamance.

[183a] Succeeded E. B. Aycock.

[183b] Succeeded Earl L. Aiken.

[184] See footnote 151 to Technical Institute of Alamance.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Ivey B. Luck	Seagrove	12-10-65	6-30-67
Raeford Gaddis[184a]	Asheboro	10-10-67	6-30-71
Richmond Technical Institute Board of Trustees[185]			
Henry Lawrence McCleod, Jr.[185a]	Laurinburg	8-20-65	6-30-73
John Thomas Page, Jr.[185b]	Rockingham	7-25-67	6-30-75
Rockingham Community College Board of Trustees[186]			
Welsford Farrell Bishopric, *chairman*†	Spray	8-20-65	6-30-73
Earl W. Vaughn†	Draper	7-31-67	6-30-75
Rowan Technical Institute Board of Trustees[187]			
David Earl Young[187a]	Kannapolis	8-5-65	6-30-73
Walter P. Wagoner[187b]	Salisbury	7-26-67	6-30-75
William S. Murdoch[187c]	Salisbury	7-26-67	6-30-73
Sandhills Community College Board of Trustees[188]			
Thomas Bell Hunter†	Rockingham	8-20-65	6-30-73
Ralph Monger, Jr.[188a]	Sanford	8-9-67	6-30-75
Southeastern Community College Board of Trustees[189]			
W. Earl Britt[189a]*	Lumberton	3-26-65	6-30-65
		6-22-65	6-30-73
Mrs. Marie Foscue Rourk	Shallotte	7-25-67	6-30-75
Southwestern Technical Institute Board of Trustees[190]			
R. P. Buchanan	Sylva	11-28-67	6-30-69
Odell Shuler	Bryson City	11-28-67	6-30-71
W. Paul Holt, Jr.	Sylva	11-28-67	6-30-73
Charles Siler Slagle	Franklin	1-8-68	6-30-75
Surry Community College Board of Trustees[191]			
Thomas L. Folger[191a]	Mount Airy	7-1-65	6-30-73
W. I. Monday†	Mount Airy	7-26-67	6-30-75
Foy Clark[191b]	Mount Airy	11-14-67	6-30-75

NORTH CAROLINA VOCATIONAL TEXTILE SCHOOL BOARD OF TRUSTEES[192]

John C. Cowan, Jr.†	Greensboro	10-12-65	7-1-69
William B. Shuford†	Hickory	10-12-65	7-1-69
Robert Lee Stowe, Jr.[192a]*	Belmont	10-28-65	7-1-67
		8-7-67	7-1-71
Harold Mercer[192b]*	Gastonia	2-10-66	7-1-68
		7-25-68	7-1-72
Hugh Dave Whitener[192c]	Gastonia	4-29-66	7-1-69
Carl F. Mauney†	Kings Mountain	8-7-67	7-1-71
Sherwood Hedgpeth†	Greensboro	7-25-68	7-1-72

WAYNE COMMUNITY COLLEGE BOARD OF TRUSTEES[193]

Earl Whitted, Jr.†	Goldsboro	7-2-65	6-30-73
Ralph E. Jinnette†	Goldsboro	8-31-67	6-30-75

WESTERN CAROLINA UNIVERSITY BOARD OF TRUSTEES[194]

J. Ramsay Buchanan†	Sylva	10-12-65	6-30-73
Arnold J. Hyde†	Asheville	10-12-65	6-30-73

[184a] Succeeded Henry H. Jordon II, resigned.

[185] See footnote 151 to Technical Institute of Alamance.

[185a] Succeeded A. R. Lowan, Jr.

[185b] Succeeded Lindsay G. DeWitt.

[186] See footnote 151 to Technical Institute of Alamance.

[187] See footnote 151 to Technical Institute of Alamance.

[187a] Succeeded Mrs. A. H. Snider, Jr.

[187b] Succeeded Ozell K. Beatty.

[187c] Succeeded David E. Young, resigned.

[188] See footnote 151 to Technical Institute of Alamance.

[188a] Succeeded Charles Highsmith.

[189] See footnote 151 to Technical Institute of Alamance. The college grew out of the former Columbus County Technical Institute.

[189a] Succeeded P. A. McRae, deceased.

[190] See footnote 151 to Technical Institute of Alamance.

[191] See footnote 151 to Technical Institute of Alamance.

[191a] Succeeded G. M. Robertson.

[191b] Succeeded W. I. Monday.

[192] The board is composed of seven members, six of whom are appointed by the governor for four-year terms. The state director of vocational education serves ex officio. *G. S.* 115A-39; *S. L., 1955*, c. 1372, art. 27, s. 1; *S. L., 1963*, c. 448, s. 30.

[192a] Succeeded Council Claudius Dawson, deceased.

[192b] Succeeded J. Harold Lineberger, resigned.

[192c] Succeeded William B. Shuford.

[193] See footnote 151 to Technical Institute of Alamance.

[194] See footnote 150 to Agricultural and Technical State University; see also *G. S.* 116-43.13; *S. L., 1967*, c. 1038.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
W. Frank Forsyth[194a]	Murphy	10-12-65	6-30-73
W. Harold Mitchell[194b]	Valdese	8-8-67	6-30-75
Thomas Lane Mallonee†	Candler	8-8-67	6-30-75
Edward Jordan Whitmire†	Franklin	8-8-67	6-30-75

WESTERN PIEDMONT COMMUNITY COLLEGE BOARD OF TRUSTEES[195]

W. Stanley Moore†	Morganton	7-26-67	6-30-75

WILKES COMMUNITY COLLEGE BOARD OF TRUSTEES[196]

Mrs. Fred Lovette†	North Wilkesboro	8-20-65	6-30-73
Seth M. Beale†	Elkin	8-15-67	6-30-75

WILMINGTON COLLEGE BOARD OF TRUSTEES[197]

Addison Hewlett, Jr.[197a]*	Wilmington	8-20-65	6-30-67
		8-7-67	6-30-75
Alan Ashworth Marshall[197b]	Wilmington	8-20-65	6-30-73
Frederick Coville[197c]	Atkinson	8-20-65	6-30-73
L. Bradford Tillery, Jr., *chairman*†	Wilmington	8-20-65	6-30-73
William Horace Corbett†	Wilmington	8-7-67	6-30-75
Jim Smith†	Chinquapin	8-7-67	6-30-75

WILSON COUNTY TECHNICAL INSTITUTE BOARD OF TRUSTEES[198]

Delmon Franklin Williamson†	Wilson	8-20-65	6-30-73
Mrs. Maybelle High Watson†	Wilson	7-27-67	6-30-75

WINSTON-SALEM STATE COLLEGE BOARD OF TRUSTEES[199]

Thomas Winfield Blackwell, Jr., *chairman*†	Winston-Salem	8-20-65	6-30-73
Ralph M. Stockton, Jr.†	Winston-Salem	8-20-65	6-30-73
Charles Gordon Tomlinson†	Mocksville	8-20-65	6-30-73
Sammie Chess, Jr.[199a]	High Point	8-17-67	6-30-75
J. Paul Wallace†	Troy	8-17-67	6-30-75
Thomas B. Rice†	Winston-Salem	8-17-67	6-30-75

HOSPITALS AND OTHER INSTITUTIONS

CENTRAL ORPHANAGE OF NORTH CAROLINA[200]

John Pearson Harris, Jr.[200a]	Oxford	8-18-65	5-9-69

Melvin Satterwhite Currin†	Oxford	8-18-65	5-9-69
Roy L. Noblin†	Oxford	8-18-65	5-9-69
John S. Watkins, Jr.†	Oxford	8-18-65	5-9-69
William Thornton Yancey†	Oxford	8-18-65	5-9-69

NORTH CAROLINA CEREBRAL PALSY HOSPITAL BOARD OF DIRECTORS[201]

W. M. Roberts†	Gastonia	10-20-65	7-10-71
Clarence Stasavich[201a]	Greenville	10-22-65	7-10-71
Jesse Helms[201b]	Raleigh	10-20-65	7-10-71

MOSES H. CONE MEMORIAL HOSPITAL BOARD OF TRUSTEES[202]

Roger A. McDuffie†	Greensboro	4-30-65	5-14-69
Herman Cone, Jr.[202a]	Greensboro	4-30-65	5-14-69
R. D. Douglas, Jr.[202b]	Greensboro	4-30-65	5-14-69

CONFEDERATE WOMAN'S HOME BOARD OF DIRECTORS[203]

Hal Walker Broadfoot[203a]*	Fayetteville	9-24-65 8-1-67	6-30-67 6-30-69

[194a] Succeeded Guy Sutton.

[194b] Succeeded Sam J. Ervin III.

[195] See footnote 151 to Technical Institute of Alamance. This college is a successor to the Burke County Community College.

[196] See footnote 151 to Technical Institute of Alamance.

[197] See footnote 150 to Agricultural and Technical State University; see also *G. S.* 116-45.2.

[197a] Succeeded John T. Hoggard, deceased.

[197b] Succeeded Harry Payne.

[197c] Succeeded Arthur Wooten.

[198] See footnote 151 to Technical Institute of Alamance.

[199] See footnote 150 to Agricultural and Technical State University.

[199a] Succeeded Sam Burrow, Jr.

[200] The board consists of thirteen members, eight of whom are appointed by the General Assembly and five of whom are white persons from Granville County, appointed by the governor for four-year terms. *G. S.* 115-345, 115-346; *S. L., 1965*, c. 617, s. 2.

[200a] Succeeded Ben K. Lassiter.

[201] The board is composed of nine members appointed by the governor for six-year terms. *G. S.* 131-127, 131-128.

[201a] Succeeded Mrs. Kenneth W. Cuyler.

[201b] Succeeded George Hughes, deceased.

[202] Fifteen members make up this board, three of whom are appointed by the governor for four-year terms. *Private Laws of the State of North Carolina . . . 1913*, c. 400, hereinafter cited as *Private Laws*.

[202a] Succeeded L. P. McLendon.

[202b] Succeeded J. R. Townsend.

[203] The board is composed of seven members appointed by the governor for two-year terms. *G. S.* 112-2.

[203a] Succeeded Mrs. John D. Boyd.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Mrs. Melvin James Weeks[203b]*	Dunn	9-24-65	6-30-67
		8-1-67	6-30-69
Mrs. Robert Earl Williford, Sr.[203c]*	Fayetteville	9-24-65	6-30-67
		8-1-67	6-30-69
Mrs. Gus M. Womble[203d]*	Fayetteville	9-24-65	6-30-67
		8-1-67	6-30-69
Mrs. W. S. Alexander†*	Fairmont	9-24-65	6-30-67
		8-1-67	6-30-69
James Isaac Musgrave†	Pikeville	9-24-65	6-30-67
Mrs. Henry L. Stevens, Jr.†*	Warsaw	9-24-65	6-30-67
		8-1-67	6-30-69
Mrs. John D. Boyd[203e]	Fayetteville	11-25-68	6-30-69
Mrs. George B. Herndon[203f]	Fayetteville	11-25-68	6-30-69
NORTH CAROLINA ORTHOPEDIC HOSPITAL BOARD OF TRUSTEES[204]			
George Blanton, Jr.[204a]	Shelby	8-12-65	4-4-71
Guy Thomas Carswell[204b]	Charlotte	8-12-65	4-4-71
Walter Little Smith[204c]	Charlotte	8-12-65	4-4-71
Benjamin Carter Trotter, Jr.[204d]	Charlotte	1-17-67	4-4-71
Leslie M. Morris[204e]	Gastonia	8-7-67	4-4-73
J. Harold Lineberger†	Gastonia	8-7-67	4-4-73
OXFORD ORPHANAGE BOARD OF TRUSTEES[205]			
Benjamin Cone†	Greensboro	8-18-65	4-15-69
Robert Lafayette Martin†	Bethel	8-18-65	4-15-69
Maurice Elledge Walsh†	North Wilkesboro	8-18-65	4-15-69
Harvey Ward Smith[205a]	Beaufort	8-3-67	4-15-69
BOARD OF DIRECTORS OF THE NORTH CAROLINA SANATORIUMS FOR THE TREATMENT OF TUBERCULOSIS[206]			
Forrest Lockey[206a]	Aberdeen	9-16-65	4-29-71
Charles O. Van Gorder[206b]	Andrews	9-16-65	4-29-71
Albert E. Gibson, Sr.†	Wilmington	9-16-65	4-29-71
Malory A. Pittman†	Wilson	9-16-65	4-29-71
Mrs. Sadie L. McCain†	Wilson	12-1-67	4-29-73
Mrs. Reid S. Monroe†	Salisbury	12-1-67	4-29-73
Paul S. Cragan†	Sanford	12-1-67	4-29-73
Hardy Talton†	Pikeville	12-1-67	4-29-73

EXAMINING AND LICENSING BOARDS

NORTH CAROLINA BOARD OF ARCHITECTURE[207]

Robert L. Clemmer[207a]	Hickory	8-17-65	4-8-70
J. Bertram King[207b]*	Asheville	1-24-66	4-8-68
		6-7-68	4-8-73
Archie Royal Davis†	Durham	4-28-66	4-8-71
Fred W. Butner, Jr.	Winston-Salem	7-21-67	4-8-72

STATE BOARD OF BARBER EXAMINERS[208]

George Cecil Clark[208a]*	Hickory	4-2-65	7-1-65
		9-29-65	7-1-71
Claude T. Land†	Rocky Mount	8-1-67	7-1-73

NORTH CAROLINA STATE BOARD OF CERTIFIED PUBLIC ACCOUNTANT EXAMINERS[209]

Charles H. McAdams[209a]	Sanford	8-24-65	6-30-68
J. Neveland Brand, Jr.†	Wilmington	8-17-65	6-30-68

[203b] Succeeded Charles G. Rose, Jr.

[203c] Succeeded Mrs. Arthur F. Pope.

[203d] Succeeded Mrs. E. R. MacKethan.

[203e] Succeeded Mrs. Robert E. Williford, Sr., resigned.

[203f] Succeeded James Isaac Musgrave, deceased.

[204] The board consists of nine members appointed by the governor for six-year terms. *G. S.* 131-1.

[204a] Succeeded Mrs. C. Gordon Maddrey.

[204b] Succeeded Willis Frank Dowd.

[204c] Succeeded Frank Phillips.

[204d] Succeeded Guy Thomas Carswell, deceased.

[204e] Succeeded Dr. Dorothy Glenn.

[205] The board is composed of nine members, of whom three are appointed by the governor for four-year terms. The Grand Master of Masons of North Carolina serves ex officio, and five members are elected by the Masonic Grand Lodge of North Carolina. *Private Laws, 1923*, c. 119, s. 10; *S. L., 1953*, c. 60, ss. 9, 10.

[205a] Succeeded Maurice E. Walsh, resigned.

[206] The board consists of twelve members appointed by the governor and confirmed by the Senate for terms of six years. The state health director is an ex officio member. *G. S.* 131-62, 131-63, 131-64.

[206a] Succeeded Gordon Greenwood.

[206b] Succeeded Charles A. Cannon.

[207] This board is composed of five members appointed by the governor. Following initial staggered terms, appointments are for five years; all members must have been engaged in the practice of architecture for at least ten years. *G. S.* 83-2; *S. L., 1957*, c. 794.

[207a] Succeeded F. Carter Williams.

[207b] Succeeded Shannon Meriwether, resigned.

[208] The board consists of three members to be appointed by the governor for six-year terms. Each member must be an experienced barber, having practiced barbering in North Carolina for at least five years. *G. S.* 86-6.

[208a] Succeeded J. Marvin Cheek, deceased.

[209] The board consists of four members appointed by the governor for a term of three years and until their successors are appointed. *G. S.* 93-12.

[209a] Succeeded Irvin R. Squires.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Theodore N. Grice†	Raleigh	7-26-67	6-30-70
Richard M. Hunter†	Charlotte	7-26-67	6-30-70
William C. Barfield[209b]	Wilmington	7-1-68	6-30-71
Harold Q. Langenderfer[209c]	Chapel Hill	7-1-68	6-30-71
STATE BOARD OF CHIROPRACTIC EXAMINERS[210]			
William Dillon Chambers†	Asheville	9-16-65	5-5-68
Erle E. Downing†	Fayetteville	6-13-66	5-5-69
Ramey F. Kemp†	Mocksville	7-21-67	5-5-70
William H. Wynns[210a]	Powellsville	10-1-68	5-5-71
STATE LICENSING BOARD FOR GENERAL CONTRACTORS[211]			
Clarence Edward Clement[211a]	Hickory	12-10-65	12-31-70
Emory Gordon Singletary†	Greensboro	1-12-67	12-31-71
Raymond A. Bryan[211b]	Goldsboro	12-31-67	12-31-72
STATE BOARD OF COSMETIC ART EXAMINERS[212]			
Mrs. Iris Harrison Lawrence[212a]*	Raleigh	9-7-65 7-1-68	7-1-68 7-1-71
Mrs. Ala McGuire[212b]*	Boone	9-7-65 7-1-68	7-1-68 7-1-71
Mrs. Lelia Stevens Thompson[212c]*	Lumberton	9-7-65 7-1-68	7-1-68 7-1-71
BOARD OF EXAMINERS OF ELECTRICAL CONTRACTORS[213]			
Oscar Greene, Jr.[213a]*	Kinston	10-11-65 6-7-68	4-15-68 4-15-71
John R. McClelland[213b]*	Charlotte	10-4-65 7-21-67	4-15-67 4-15-72
Wayland Pritchard Seagraves†	Raleigh	4-28-66	4-15-69
STATE BOARD OF REGISTRATION FOR PROFESSIONAL ENGINEERS AND LAND SURVEYORS[214]			
Chilton Ronald Jones[214a]	Tarboro	1-1-66	12-31-70
William Newton Turner*	Cullowhee	1-1-66 12-31-68	12-31-68 12-31-73
Ernest Elsevier[214b]	Durham	1-4-67	12-31-71

Alonza Edward Little[214c]	Goldsboro	12-31-67	12-31-72
Robert B. Rice†	Raleigh	12-31-68	12-31-73

NORTH CAROLINA BOARD OF NURSING[215]

Mrs. Mae Adams Beard†	Goldsboro	1-24-66	1-1-70
Mrs. Ruth Lambert Harris[215a]	Black Mountain	1-24-66	1-1-70
Mrs. Doris Pierce Crowder[215b]	Durham	1-24-66	1-1-70
Mrs. Jessie Propst Kiser[215c]	Charlotte	1-24-66	1-1-70
Mrs. Helen Sullivan Miller[215d]	Durham	1-24-66	1-1-70
Eston Robert Caldwell, Jr.[215e]	Statesville	4-28-66	1-1-69
James M. DeVane†	Lumberton	2-7-67	1-1-71
Mrs. William Daniel James†	Hamlet	2-7-67	1-1-71
Thomas Jefferson Taylor[215f]	Roanoke Rapids	2-17-67	1-1-71

[209b] Succeeded Charles H. McAdams.

[209c] Succeeded J. Neveland Brand, Jr., deceased.

[210] The board consists of three members appointed by the governor for three-year terms. Members must be practicing chiropractors and residents of the state. No more than two members shall be graduates of the same school or college of chiropractic. *G. S.* 90-140, 90-141.

[210a] Succeeded William D. Chambers.

[211] The board is composed of five members appointed by the governor for five-year terms. At least one member must be in the business of highway construction, one in the business of public utilities, and one in the business of construction of buildings. *G. S.* 87-2, 87-4.

[211a] Succeeded Raymond A. Bryan.

[211b] Succeeded N. K. Dickerson, Jr.

[212] The board consists of three members appointed by the governor for three-year terms. Each member must be an experienced cosmetologist who has practiced at least five years, and who is not connected with any cosmetic school, college, or academy. *G. S.* 88-13.

[212a] Succeeded Mrs. Charles B. Noe.

[212b] Succeeded Mrs. Velma H. Reibel.

[212c] Succeeded Joseph E. Snotherly.

[213] The board consists of three members appointed by the governor for three-year terms, and ex officio members as follows: the state electrical engineer, who is also the chairman, and the secretary of the Association of Electrical Contractors of North Carolina. *G. S.* 87-39.

[213a] Succeeded Thomas L. Watson, Jr.

[213b] Succeeded C. H. Gudger, resigned.

[214] The board is composed of six members appointed by the governor for five-year terms, following initial staggered terms. Four of the members must be registered land surveyors, and all must have been engaged in the practice of their profession for at least ten years. *G. S.* 89-4; *S. L., 1957*, c. 1060; S.L., *1965*, c. 940.

[214a] Succeeded Arvin Page.

[214b] Succeeded John Dargan Watson.

[214c] Succeeded Meriwether Lewis, resigned.

[215] The board consists of twelve members appointed by the governor for four-year terms. Five members are to be registered nurses, two are to be physicians, two are to be administrators of hospitals operating or associated with educational units in nursing, and three are to be licensed practical nurses. The 1965 law rewrote the section; reappointments are of persons formerly on the Board of Nurse Registration and Nursing Education. *G. S.* 90-159; *S. L., 1965*, c. 578.

[215a] Succeeded Mrs. Edna E. Koontz.

[215b] Succeeded Mrs. Lura K. Davis.

[215c] Succeeded Mrs. Priscilla Ballance.

[215d] Succeeded Mrs. Martha M. Adams.

[215e] Succeeded Robert N. Creadick, deceased.

[215f] Succeeded C. F. Irons.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Eloise B. Lewis, *chairman*†	Greensboro	1-9-68	1-1-72
J. Grayson Brothers†	Morganton	1-9-68	1-1-72
NORTH CAROLINA STATE BOARD OF OPTICIANS[216]			
Frank McBryde†	Fayetteville	8-17-65	7-1-70
Herbert L. Ridgeway, Jr.†	Raleigh	7-1-66	7-1-71
W. B. Fluharty, Jr.†	Asheville	8-15-67	7-1-72
Harry R. Tolar[216a]	Goldsboro	7-1-68	7-1-73
STATE BOARD OF EXAMINERS IN OPTOMETRY[217]			
Gideon L. Lang, Jr.[217a]	Concord	8-19-65	5-1-70
L. Sidney Christian[217b]	Willamston	6-20-66	5-1-71
Harold C. Herring†	Fairmont	7-19-67	5-1-72
John W. Hearn[217c]	Monroe	7-15-68	5-1-70
Lindsay N. Fincannon†	Elkin	7-15-68	5-1-73
STATE BOARD OF OSTEOPATHIC EXAMINATION AND REGISTRATION[218]			
Neva A. McCoy[218a]*	Charlotte	10-20-65	5-1-66
		6-8-66	5-1-71
Walter C. Eldrett†	Hendersonville	10-20-65	5-1-70
Richard C. Baker†	Rockingham	9-14-67	5-1-72
Joseph H. Huff†	Burlington	6-7-68	5-1-73
STATE BOARD OF PHARMACY[219]			
William Hurley Randall[219a]	Lillington	8-17-65	4-28-70
Harold Vann Day	Spruce Pine	4-28-66	4-28-71
Frank Wilson Dayvault†	Lenoir	7-19-67	4-28-72
Jesse Miller Pike, Sr.[219b]	Concord	3-5-68	4-28-72
David Dortch Claytor†	Greensboro	6-7-68	4-28-73
STATE EXAMINING COMMITTEE OF PHYSICAL THERAPISTS[220]			
Mary Clyde Singleton†	Durham	1-13-66	1-1-69
Charles M. Cameron, Jr.[220a]	Chapel Hill	2-9-66	1-1-69
Mrs. Dorothea Wray†	Gastonia	7-27-67	1-1-70
Elia E. Villanueva[220b]	Durham	7-27-67	1-1-70
Robert E. Meade[220c]	Salisbury	5-28-68	1-1-73

STATE BOARD OF EXAMINERS OF PLUMBING AND HEATING CONTRACTORS[221]

Boyd David Phillips[221a]	Salisbury	8-25-65	4-25-66
Joseph M. Lee, Jr.†	Durham	8-25-65	4-25-72
Eugene A. LuQuire, Jr.[221b]	Durham	4-28-66	4-25-73
J. Frank Seely†	Raleigh	7-21-67	4-25-74
Jack Harley Rogers†	Asheville	6-7-68	4-25-75

NORTH CAROLINA STATE BOARD OF EXAMINERS OF PRACTICING PSYCHOLOGISTS[222]

Irving E. Alexander	Durham	10-10-67	6-30-68
Kendon R. Smith	Greensboro	10-10-67	6-30-69
Clinton R. Prewett	Greenville	10-10-67	6-30-69
Glenn M. Woolf	Charlotte	10-10-67	6-30-70
Mary G. Clarke	Chapel Hill	10-10-67	6-30-70
John E. Williams[222a]	Winston-Salem	7-15-68	6-30-69
Harold M. Corter[222b]	Raleigh	7-15-68	6-30-71

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[216] The board consists of five members appointed by the governor from a list of names submitted by the North Carolina Opticians Association. Terms of office are for five years. Members shall have been in practice for at least five years. *G. S.* 90-238; *S. L., 1951*, c. 1089.

[216a] Succeeded Vinson A. Smith.

[217] The board is composed of five members elected by the North Carolina State Optometric Society and commissioned by the governor for five-year terms. Members must have been engaged in the practice of optometry for five years. Vacancies are filled by the governor for unexpired terms. *G. S.* 90-116.

[217a] Succeeded J. T. Hugh.

[217b] Succeeded Ray Lawrence.

[217c] Succeeded Gideon L. Lang, Jr., resigned.

[218] The board is composed of five members appointed by the governor for terms of five years each. The membership is selected from a number of not less than five practitioners of osteopathy recommended by the State Osteopathic Society. The governor fills vacancies for unexpired terms in the same manner and may request an increase in the number recommended by the society. *G. S.* 90-130.

[218a] Succeeded R. R. Sermon, deceased.

[219] The board consists of five members, elected by the North Carolina Pharmaceutical Association and commissioned by the governor for five-year terms. *G. S.* 90-55.

[219a] Succeeded Robert Neal Watson.

[219b] Succeeded Frank W. Dayvault, deceased.

[220] The committee is composed of five members, including at least one doctor and four physical therapists, appointed by the governor from a list submitted to him by the North Carolina Physical Therapy Association, Inc. Members are appointed for three-year terms. The governor appoints persons to fill unexpired terms and no member is allowed to serve more than two successive three-year terms. *G. S.* 90-257.

[220a] Succeeded Dan A. Martin.

[220b] Succeeded Olive Wortman.

[220c] Succeeded Eleanor Flanagan.

[221] The board is composed of seven members, each appointed by the governor for a seven-year term with the term of one member expiring each year. *G. S.* 87-16.

[221a] Succeeded Ralph Henry Haley, resigned.

[221b] Succeeded Boyd David Phillips.

[222] Five members are appointed by the governor to serve three-year terms; two are to be engaged in graduate teaching or research in psychology and at least two in rendering services in psychology; at all times three members shall be licensed practicing psychologists or qualified for licensure; the governor makes selection from ten names submitted by the executive committee of the N. C. Psychological Association, with advice of the chairman of the graduate departments of psychology in the state. *G. S.* 90-270.6; *S. L., 1967*, c. 910.

[222a] Succeeded Kendon R. Smith, resigned.

[222b] Succeeded Irving E. Alexander.

Name of Appointee	Address	Date Appointed	Date of Expiration
	NORTH CAROLINA REAL ESTATE LICENSING BOARD[223]		
Carroll Vaden Singleton[223a]	Henderson	12-31-65	7-31-68
James Toliver Davis[223b]*	Forest City	12-31-65	7-31-68
		7-31-68	7-31-71
Paul Washington Crayton[223c]	New Bern	8-2-66	7-31-69
James Bartlett Hall†	Belmont	8-2-66	7-31-69
Kenneth Royster Smith†	Raleigh	8-14-67	7-31-70
A. P. Carlton[223d]*	Greensboro	3-12-68	7-31-68
		7-31-68	7-31-71
	STATE BOARD OF REFRIGERATION EXAMINERS[224]		
Charles V. Stevens†	Salisbury	8-20-65	1-1-72
John C. Lumsden†	Raleigh	4-28-66	1-1-73
Wade V. Carter†	Charlotte	8-7-67	1-1-74
Emil T. Chanlett†	Chapel Hill	1-16-68	1-1-75
Richard B. Knight[224a]	Raleigh	1-31-68	1-1-69
	STATE BOARD OF SANITARIAN EXAMINERS[225]		
Robert Wayne Brown†	Asheville	12-16-65	12-15-69
Jesse S. Canady[225a]	Fayetteville	12-16-65	12-15-69
Joe Lee Costin†	Kenansville	12-9-66	12-15-70
Hamilton Wright Stevens, Jr.†	Asheville	12-9-66	12-15-70
Bob C. Sandford†	Rockingham	12-15-67	12-15-71
Marley M. Melvin†	Raleigh	12-15-67	12-15-71
	STRUCTURAL PEST CONTROL COMMITTEE[226]		
Johnson Arnold Harris†	Raleigh	10-7-65	7-1-68
George D. Jones[226a]	Raleigh	2-8-66	7-1-68
David Ray Nimocks, Jr.[226b]	Fayetteville	7-7-66	7-1-69
John L. Reitzel†	Raleigh	7-1-66	7-1-69
I. H. O'Hanlon	Fayetteville	7-1-67	6-30-70
Walter J. Killough	Raleigh	7-1-67	6-30-69
	NORTH CAROLINA VETERINARY MEDICAL BOARD[227]		
John G. Martin†	Boone	10-27-65	7-1-70
Charles R. Swearingen, Jr.[227a]	Smithfield	7-8-66	7-1-71

Clyde Young[227b]	Mocksville	9-14-67	7-1-72
Ralph L. Williams[227c]	Raleigh	7-1-68	7-1-73

NORTH CAROLINA STATE BOARD OF EXAMINERS IN WATCHMAKING AND REPAIRING[228]

George Washington Ferrell*	Durham	12-5-67 8-21-68	7-1-68 7-1-72
Walter L. Hanson	Charlotte	12-5-67	7-1-69
Jesse C. Temple	Winston-Salem	12-5-67	7-1-70
Albert F. Rhodes	Wilmington	12-5-67	7-1-71
Curtis W. Lewis	Raleigh	12-5-67	7-1-71

STATE BOARD OF WATER WELL CONTRACTOR EXAMINERS[229]

James Allen Ingram, Sr.[229a]	Raleigh	6-21-66 12-30-67	12-31-67 12-31-70
Homer Jackson Faw[229b]	Hickory	5-3-66	12-31-68
Boyce Tillman Green, Sr.†	Canton	5-3-66	12-31-68
Manley Shepherd Martin†	Warrenton	5-3-66	12-31-68

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[223] The board consists of five members appointed by the governor for three-year terms. Not more than two of the members may be licensed real estate brokers or salesmen. *S. L., 1957*, c. 744; *G. S.* 93A-3.

[223a] Succeeded Henry C. Doby, Jr.

[223b] Succeeded D. Russell Foster, Jr.

[223c] Succeeded John K. Gallaher.

[223d] Succeeded Carroll V. Singleton, resigned.

[224] The board consists of seven members, serving staggered terms, appointed by the governor. *G. S.* 87-52; *S. L., 1955*, c. 912.

[224a] Succeeded Karl Hanson, deceased.

[225] The board is composed of nine members, six of whom are appointed by the governor and three of whom serve ex officio. Initial appointments were for one-, two-, three-, and four-year terms. Reappointments are for four-year terms. Each member must be a registered sanitarian. *G. S.* 90A-2; *S. L., 1959*, c. 1271, s. 2.

[225a] Succeeded James N. Fulp.

[226] The committee is made up of five members, two of whom shall be persons actively engaged in the pest control industry, who are appointed by the governor for four-year terms, following expiration of initial staggered terms. The commissioner of agriculture and the dean of the School of Agriculture of North Carolina State University appoint the other members. *G. S.* 106-65.23; *S. L., 1967*, c. 1184. The law was rewritten in 1967, and reappointments are from the predecessor commission.

[226a] Succeeded J. A. Harris, retired.

[226b] Succeeded W. C. McClellan.

[227] The board is composed of five members who serve five-year terms; members shall be legal residents of the state, licensed to practice veterinary medicine in the state for not less than five years prior to their appointments. *G. S.* 90-180; *S. L., 1961*, c. 353, s. 3.

[227a] Succeeded J. C. Bateman.

[227b] Succeeded James I. Cornwell.

[227c] Succeeded Fred B. Coates.

[228] The governor appoints five members, each of whom shall be a practical watchmaker who has followed his occupation for at least two years. Following initial staggered terms, members serve four-year terms. The board was created by the 1967 General Assembly. *G. S.* 93C-2; *S. L., 1967*, c. 937.

[229] As authorized by the 1961 General Assembly, the board consists of seven members appointed by the governor. Following initial staggered terms, appointments are made for three years. *G. S.* 87-70; *S. L., 1961*, c. 997, s. 6.

[229a] Succeeded William E. Godwin, Jr.

[229b] Succeeded R. O. Heater.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
George Allie Moore, Jr.†	Wilmington	5-3-66	12-31-68
Harry Miles Peak†	Raleigh	5-3-66	12-31-68

STATE-OWNED RAILROADS

ATLANTIC AND NORTH CAROLINA RAILROAD[230]

DIRECTORS

Edward S. (Bud) Dixon[230a]*	Morehead City	8-6-65	8-6-66
		8-4-66	8-4-67
		8-11-67	8-11-68
		7-15-68	8-9-69
Garland E. Bobbitt[230b]*	Raleigh	8-6-65	8-6-66
		8-4-66	8-4-67
		8-11-67	8-11-68
George W. Ipock[230c]*	New Bern	8-6-65	8-6-66
		8-4-66	8-4-67
		8-11-67	8-11-68
		7-15-68	8-9-69
James R. Strickland[230d]*	Jacksonville	8-6-65	8-6-66
		8-4-66	8-4-67
		8-11-67	8-11-68
		7-15-68	8-9-69
Lewis Combs[230e]*	Creswell	8-6-65	8-6-66
		8-4-66	8-4-67
		8-11-67	8-11-68
		7-15-68	8-9-69
R. L. Grant[230f]*	Jackson	8-6-65	8-6-66
		8-4-66	8-4-67
		8-11-67	8-11-68
		7-15-68	8-9-69
Donald P. Brock[230g]*	Trenton	8-6-65	8-6-66
		8-4-66	8-4-67
		8-11-67	8-11-68
		7-15-68	8-9-69

Mrs. Elizabeth N. Pugh[230h]*	Windsor	8-6-65	8-6-66
		8-4-66	8-4-67
		8-11-67	8-11-68
		7-15-68	8-9-69
Herman H. Grimm[230i]	Carthage	7-15-68	8-9-69

PROXY

Thad Eure[230j]*	Raleigh	8-6-65	8-6-66
		8-4-66	8-4-67
		8-11-67	8-11-68
		7-15-68	8-9-69

OFFICERS

Edward S. (Bud) Dixon, *president*[230k]*	Morehead City	8-6-65	8-6-66
		8-4-66	8-4-67
		8-11-67	8-11-68
		7-15-68	8-9-69
W. Olin Reed, *secretary-treasurer*[230l]*	Kinston	8-6-65	8-6-66
		8-4-66	8-4-67
		8-11-67	8-11-68
		7-15-68	8-9-69
James N. Smith, *attorney*[230m]*	Goldsboro	8-6-65	8-6-66
		8-4-66	8-4-67
		8-11-67	8-11-68
		7-15-68	8-9-69

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[230] The board of directors is composed of twelve members, eight of whom the governor appoints annually. The governor also nominates the officers and the inspector and appoints the finance committee and the proxy. *G. S.* 124-6; *P. L., 1852*, c. 136; *P. L., 1858-1859*, res., p. 99; *P. L., 1891*, c. 483; *P. L., 1925*, c. 157. The Southern Railway, Incorporated, has lease to properties now.

[230a] Succeeded George Akers Moore, Jr.

[230b] Succeeded A. T. Leary, Jr.

[230c] Succeeded Herbert G. Stiles, Jr.

[230d] Succeeded Judson H. Blount.

[230e] Succeeded Leon Mann, Jr.

[230f] Succeeded R. R. Rivenbark.

[230g] Succeeded E. L. Scott.

[230h] Succeeded Mitchell Allen.

[230i] Succeeded Garland E. Bobbitt.

[230j] Succeeded John A. Williams, Jr.

[230k] Succeeded George Akers Moore, Jr.

[230l] Succeeded G. Paul LaRoque.

[230m] Succeeded Robert Satterfield.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Albert R. Bell, *inspector*†*	New Bern	8-6-65	8-6-66
		8-4-66	8-4-67
		8-11-67	8-11-68
		7-15-68	8-9-69
	FINANCE COMMITTEE		
Wallace C. Tippett[230n]*	Louisburg	8-6-65	8-6-66
		8-4-66	8-4-67
		8-11-67	8-11-68
		7-15-68	8-9-69
C. Buxton Small[230o]*	Elizabeth City	8-6-65	8-6-66
		8-4-66	8-4-67
		8-11-67	8-11-68
		7-15-68	8-9-69
	EXECUTIVE COMMITTEE		
George W. Ipock†*	New Bern	8-6-65	8-6-66
		8-4-66	8-4-67
		8-11-67	8-11-68
		7-15-68	8-9-69
Donald P. Brock†*	Trenton	8-6-65	8-6-66
		8-4-66	8-4-67
		8-11-67	8-11-68
		7-15-68	8-9-69

NORTH CAROLINA RAILROAD[231]

DIRECTORS

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
John M. Alexander[231a]*	Raleigh	7-8-65	7-8-66
		7-13-66	7-13-67
		7-13-67	7-13-68
		6-21-68	7-11-69
Walter Rucker[231b]*	Greensboro	7-8-65	7-8-66
		7-13-66	7-13-67
		7-13-67	7-13-68
		6-21-68	7-11-69

Mrs. Winifred T. Wells[231c]*	Wallace	7-8-65	7-8-66
		7-13-66	7-13-67
E. H. Alexander[231d]*	Red Springs	7-13-67	7-13-68
		6-21-68	7-11-69
Rex E. Wood[231e]*	Salisbury	7-8-65	7-8-66
		7-13-66	7-13-67
		7-13-67	7-13-68
		6-21-68	7-11-69
Joe D. Steed, Sr.[231f]*	Candor	7-8-65	7-8-66
		7-13-66	7-13-67
		7-13-67	7-13-68
		6-21-68	7-11-69
Lewis Tappan[231g]*	Clinton	7-8-65	7-8-66
		7-13-66	7-13-67
		7-13-67	7-13-68
		6-21-68	7-11-69
Archie R. Taylor[231h]*	Lillington	7-8-65	7-8-66
		7-13-66	7-13-67
J. Herbert Garrison[231i]*	Pineville	7-13-67	7-13-68
		6-21-68	7-11-69
Paul Bell[231j]	Randleman	7-8-65	7-8-66
Ottway Burton[231k]*	Asheboro	7-13-66	7-13-67
		7-13-67	7-13-68
W. Cirt Aldred[231l]	Charlotte	6-21-68	7-11-69

[230n] Succeeded John Gainey.

[230o] Succeeded A. D. Ward.

[231] The board of directors consists of twelve members, eight of whom are appointed by the governor. The governor also appoints the proxy. See the bylaws of the North Carolina Railroad Company and charter and amendments thereto. *G. S.* 147-12(7); *P. L., 1854-1855*, c. 32; *P. L., 1873-1874*, c. c. 33, 54; *P. L., 1879*, c. 138; *P. L., 1891*, c. 392; *P. L., 1925*, c. 157.

[231a] Succeeded John M. Morehead.

[231b] Succeeded Dexter Howard.

[231c] Succeeded J. Floyd Henderson.

[231d] Succeeded Mrs. Winifred T. Wells.

[231e] Succeeded Dan Nicholas.

[231f] Succeeded E. Bruce Peabody, Sr.

[231g] Succeeded F. C. Franklin.

[231h] Succeeded James C. Babb, Jr.

[231i] Succeeded Archie R. Taylor.

[231j] Succeeded John M. Belk.

[231k] Succeeded Paul Bell.

[231l] Succeeded Ottway Burton.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
	PROXY		
Edwin Gill*	Raleigh	7-8-65	7-8-66
		7-13-66	7-13-67
		7-13-67	7-13-68
		6-21-68	7-11-69
	OFFICERS		
John M. Alexander, *president*[231m]*	Raleigh	7-8-65	7-8-66
		7-13-66	7-13-67
		7-13-67	7-13-68
		6-21-68	7-11-69
Robert M. Martin, *secretary-treasurer*[231n]*	High Point	7-8-65	7-8-66
		7-13-66	7-13-67
Walton K. Joyner[231o]*	Raleigh	7-13-67	7-13-68
		6-21-68	7-11-69
I. T. Valentine, Jr., *attorney*[231p]* (office effective 7-16-65)	Nashville	7-16-65	7-8-66
		7-13-66	7-13-67
		7-13-67	7-13-68
		6-21-68	7-11-69
Robert M. Swicegood, *expert*[231q]*	Asheville	7-8-65	7-8-66
		7-13-66	7-13-67
		7-13-67	7-13-68
		6-21-68	7-11-69
	FINANCE COMMITTEE		
George W. Kane, Jr.[231r]*	Henderson	7-8-65	7-8-66
		7-13-66	7-13-67
		7-13-67	7-13-68
		6-21-68	7-11-69
T. C. Goodman[231s]*	Wilkesboro	7-8-65	7-8-66
		7-13-66	7-13-67
		7-13-67	7-13-68
		6-21-68	7-11-69
J. W. Goodloe[231t]*	Durham	7-8-65	7-8-66
		7-13-66	7-13-67
		7-13-67	7-13-68
		6-21-68	7-11-69

MISCELLANEOUS APPOINTMENTS IN LOCAL GOVERNMENT[232]

TOWN OF ATLANTIC BEACH[233]

M. G. Coyle, *mayor*[233a]	Atlantic Beach	6-23-65	4-30-69
James D. Shelor[233b]	Atlantic Beach	6-23-65	4-30-69
J. C. Sherrill, Sr.[233c]	Atlantic Beach	6-23-65	4-30-69
Mack G. Smith†	Greenville	6-23-65	4-30-69
Walter B. Warren[233d]	Atlantic Beach	6-23-65	4-30-69

COMMISSIONERS OF THE TOWN OF BOILING SPRING LAKE[234]

Charles A. Tate†	Southport	6-22-65	5-31-69
Arthur M. Green[234a]	Southport	6-22-65	5-31-69
John C. Cobb[234b]	Southport	5-8-67	5-31-71
James W. Hufham†	Southport	5-8-67	5-31-71
Arthur E. Huntley[234c]	Southport	5-8-67	5-31-71

COMMISSIONERS OF THE TOWN OF OCEAN ISLE BEACH[235]

R. B. McKnight[235a]	Shallotte	6-22-65	6-1-69

[231m] Succeeded John M. Morehead.

[231n] Succeeded Woodrow Teague.

[231o] Succeeded Robert M. Martin.

[231p] Succeeded David E. Henderson.

[231q] Succeeded W. E. Broughton.

[231r] Succeeded I. R. Squires.

[231s] Succeeded J. V. Morgan.

[231t] Succeeded Henry B. Smith.

[232] Changes made in the law during the Moore administration turned affairs over to governing bodies elected locally in several instances, thereby making gubernatorial appointments for a number of towns unnecessary.

[233] A mayor and four aldermen are appointed every four years by the governor upon the recommendations of the majority of property owners of the town. *Public Local Laws . . . 1937*, c. 433, s. 9, hereinafter cited as *P. L. L.*; *S. L. 1965*, c. 507.

[233a] Succeeded A. B. Cooper.

[233b] Succeeded W. L. Derrickson.

[233c] Succeeded R. A. Barefoot.

[233d] Succeeded Charles S. Walters.

[234] The governing body consists of five commissioners appointed by the governor upon recommendation by the county and town officials. Following initial staggered terms, appointments are made for four years. From their number the commissioners elect their own mayor. *S. L., 1961*, c. 182, s. 4.

[234a] Succeeded Homer S. King.

[234b] Succeeded Anson Lewis.

[234c] Succeeded Earl L. Elwood.

[235] The governor appoints the six persons receiving the highest number of votes in the municipal election. Initial appointments were for two-year terms. At the end of this period the three persons receiving the highest number of votes would be appointed for four years and the other three for two years. Thereafter all appointments are for four-year terms. *S. L., 1959*, c. 887.

[235a] Succeeded John Roberts.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Homer L. Johnston†	Shallotte	6-22-65	6-1-69
Mrs. Miriam M. Horne†	Shallotte	6-22-65	6-1-69
Virginia Ervin[235b]	Shallotte	5-14-65	6-1-67
DISTRICT COURTS[236]			
FOR CUMBERLAND-HOKE COUNTIES			
George Z. Stuhl[236a]	Fayetteville	7-31-67	First Monday, December, 1970
DAVIDSON COUNTY COURT[237]			
Jack E. Klass, *judge*†*	Lexington	11-22-66	First Monday, December, 1968
		12-2-68	First Monday, December, 1970
Robert L. Grubb, *solicitor*[237a]	Lexington	12-6-66	First Monday, December, 1968
Robert Bruce Smith, Jr., *solicitor*[237b]*	Lexington	9-20-67	First Monday, December, 1970
		12-2-68	First Monday, December, 1970
GENERAL COUNTY COURT OF HENDERSON COUNTY[238]			
M. F. Toms, Sr., *solicitor*[238a]	Hendersonville	4-21-65	Nov. 17, 1966, or until district ct. est.
THOMASVILLE RECORDER'S COURT[239]			
L. Roy Hughes, *judge*†*	Thomasville	4-1-65	4-1-67
		3-15-67	4-1-69
Fred G. Morrison, Jr., *solicitor*[239a]*	Thomasville	4-1-65	4-1-67
		3-15-67	4-1-69
MUNICIPAL RECORDER'S COURT OF THE TOWN OF SILER CITY[240]			
William C. Webb, *judge*†	Siler City	1-14-66	1-1-70
T. Fleet Baldwin, *solicitor*†	Siler City	1-1-66	1-1-70
WILKES COUNTY SPECIAL COURT[241]			
J. Gary Vannoy, *judge*[241a]*	North Wilkesboro	10-7-65	10-6-67
		10-2-67	10-6-69
Joe Alan Gambill, *judge*[241b]	North Wilkesboro	5-27-68 effective 6-1-68	10-6-69

INTERSTATE BOARDS AND COMMISSIONS

Atlantic States Marine Fisheries Commission[242]

Walter Sidney Griggs[242a]	Point Harbor	1-19-66	6-20-69

Education Commission of the States[243]

J. Ruffin Bailey	Raleigh	11-16-67	Pleasure of the governor
Lewis C. Dowdy	Greensboro	11-16-67	Pleasure of the governor
George Watts Hill, Jr.	Durham	11-16-67	Pleasure of the governor
James L. Whitfield	Raleigh	11-16-67	Pleasure of the governor

Board of Control for the Southern Regional Council for Education[244]

George Watts Hill, Jr.[244a]*	Durham	10-26-65	6-30-68
		7-1-68	6-30-72
Charles F. Carroll†	Raleigh	10-26-65	6-30-69
Hector MacLean†	Lumberton	7-1-66	6-30-70
William C. Friday†	Chapel Hill	5-30-67	6-30-71

[235b] Succeeded N. E. Meggs.

[236] Each district judge shall be elected and shall serve a four-year term. Vacancies are filled by appointment of the governor from nominations submitted by the bar of the judicial district. Each person so appointed fills the vacancy for the remainder of the unexpired term. *G. S.* 7A-140, 7A-142; *S. L., 1965*, c. 310, s. 1.

[236a] Succeeded Coy E. Brewer, appointed superior court judge.

[237] The judge and the solicitor are appointed by the governor to hold office for two years or until their successors are appointed. *P. L. L., 1933*, c. 82. (The court will go under the new court system in 1970.)

[237a] Succeeded Hubert E. Olive, Jr., resigned.

[237b] Succeeded Robert L. Grubb, resigned.

[238] The governor was empowered to make the appointment under legislation ratified April 9, 1965. *S. L., 1965*, c. 209.

[238a] Succeeded O. B. Crowell, Jr., resigned.

[239] The judge and solicitor are appointed by the governor for two-year terms each upon the recommendation of the city of Thomasville. *P. L., 1933*, c. 245.

[239a] Succeeded William B. Mills.

[240] The judge and solicitor are appointed by the governor for terms of four years each. *S. L., 1953*, c. 607.

[241] The governor appoints a qualified judge from Wilkes County to serve a two-year term; any vacancy shall be filled by the governor. *G. S.* 7-405, 7-406, 7-407.

[241a] Succeeded E. James Moore, resigned.

[241b] Succeeded J. Gary Vannoy, resigned.

[242] From each state which is represented on this commission, three members are appointed for three years. Of the members from North Carolina, two serve ex officio as follows: one designated by the Board of Conservation and Development and one a member of the legislature designated by the State Commission on Interstate Cooperation. The third member is appointed by the governor. *G. S.* 113-254; *S. L., 1949*, c. 1086, s. 3; *S. L., 1965*, c. 957, s. 18.

[242a] Succeeded Robert Ballance.

[243] The commission's North Carolina representatives number seven, with one member being the governor, four being appointed by the governor, and two being selected by the two houses of the legislature. *G. S.* 115-349; *S. L., 1967*, c. 1020.

[244] The North Carolina membership of this board consists of the governor, who serves ex officio during his tenure of office, and four additional members appointed by the governor for four-year terms. At least one of the gubernatorial appointees shall be selected from the field of education and at least one shall be a member of the legislature. *S. L., 1949*, res. 26; *S. L., 1957*, res. 27.

[244a] Succeeded William C. Archie.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*

SOUTHERN INTERSTATE NUCLEAR BOARD[245]

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Edwin L. Jones	Charlotte	9-20-65	Pleasure of the governor

NONSTATUTORY BOARDS AND COMMISSIONS[246]

GOVERNOR'S ADVISORY COMMITTEE ON BEAUTIFICATION[247]

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Mrs. John D. Robinson, *chairman**	Raleigh	5-15-66	Pleasure of the governor
		7-26-68	7-25-72
Mrs. Walter B. Jones	Farmville	5-15-66	Pleasure of the governor
John V. Townsend*	Greensboro	5-15-66	Pleasure of the governor
		7-26-68	7-25-71
N. K. Dickerson	Monroe	5-15-66	Pleasure of the governor
Mrs. Waddell A. Corbett*	Wilmington	5-15-66	Pleasure of the governor
		7-26-68	7-25-69
Mrs. Edwin S. Pou	Raleigh	5-15-66	Pleasure of the governor
William H. Dietrick*	Raleigh	5-15-66	Pleasure of the governor
		7-26-68	7-25-72
A. G. Odell, Jr.*	Charlotte	5-15-66	Pleasure of the governor
		7-26-68	7-25-70
John H. Harris*	Raleigh	5-15-66	Pleasure of the governor
		7-26-68	7-25-72
Roland McClamroch	Chapel Hill	5-15-66	Pleasure of the governor
William A. V. Cecil*	Asheville	5-15-66	Pleasure of the governor
		10-16-68	7-25-69
Pat D. Huff*	Charlotte	7-15-66	Pleasure of the governor
		7-26-68	7-25-72
Mrs. Henry S. Walker	Hillsborough	5-15-66	Pleasure of the governor
Morris L. McGough*	Asheville	5-15-66	Pleasure of the governor
		7-26-68	7-25-69
R. E. Jones	Greensboro	5-15-66	Pleasure of the governor
Cabell C. Ramsey	Kinston	5-15-66	Pleasure of the governor
Mrs. Anne C. White*	Greensboro	5-15-66	Pleasure of the governor
		7-26-68	7-25-70
Mrs. George L. Chumbley, Jr.*	Asheville	5-15-66	Pleasure of the governor
		7-26-68	7-25-70

Leslie N. Boney, Jr.*	Wilmington	5-15-66	Pleasure of the governor
		7-26-68	7-25-71
Mrs. W. C. Landolina, Sr.*	Clemmons	5-15-66	Pleasure of the governor
		7-26-68	7-25-71
Mrs. Davetta L. Steed	Raleigh	5-15-66	Pleasure of the governor
		7-26-68	7-25-70
Mrs. Riley Monds	Hertford	5-15-66	Pleasure of the governor
Lindsay W. Cox*	Greensboro	5-15-66	Pleasure of the governor
		7-26-68	7-25-71
Joe E. Eagles*	Macclesfield	5-15-66	Pleasure of the governor
		7-26-68	7-25-71
Lindsay C. Warren, Jr.*	Goldsboro	5-15-66	Pleasure of the governor
		7-26-68	7-25-70
Robert E. Stipe*	Chapel Hill	5-15-66	Pleasure of the governor
		7-26-68	7-25-71
James A. Gray	Winston-Salem	5-15-66	Pleasure of the governor
Koy E. Dawkins*	Monroe	5-15-66	Pleasure of the governor
		7-26-68	7-25-71
James B. Godwin*	Raleigh	5-15-66	Pleasure of the governor
		7-26-68	7-25-72
Mrs. J. B. Veach, Sr.*	Asheville	5-15-66	Pleasure of the governor
		7-26-68	7-25-71
Mrs. Cecil L. Gilliatt*	Shelby	5-15-66	Pleasure of the governor
		7-26-68	7-25-71
John T. Morrisey, Sr.*	Raleigh	5-15-66	Pleasure of the governor
		7-26-68	7-25-70
Mrs. Ed M. Anderson*	West Jefferson	5-15-66	Pleasure of the governor
		7-26-68	7-25-69
Stanford R. Brookshire*	Charlotte	5-15-66	Pleasure of the governor
		7-26-68	7-25-69
Mrs. Mary Faye Brumby*	Murphy	5-15-66	Pleasure of the governor
		7-26-68	7-25-70

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[245] The board is made up of one member from each party state, appointed in accordance with the law of that state. North Carolina's member is appointed by the governor. *G. S.* 104D-1, 104D-2; *S. L., 1965*, c. 858.

[246] These commissions, while not authorized by law, are included here because of their significant relationship to the Moore administration and/or because of their influence on later legislation. The groups selected are not inclusive but are perhaps the most important of such unofficial boards which gave the state leadership and plans for future development. Unlike statutory appointments, the number of members and their tenure are not always clearly defined in nonstatutory bodies.

[247] Thirty-seven members are appointed by the governor for terms designated by him. Bylaws dated March 19, 1968.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Mrs. W. Marion Odom*	Ahoskie	5-15-66 7-26-68	Pleasure of the governor 7-25-72
Mrs. E. M. Spellman*	Elizabeth City	5-15-66 7-26-68	Pleasure of the governor 7-25-72
M. C. Benton, Jr.	Winston-Salem	5-15-66	Pleasure of the governor
Mrs. Phebe H. Emmons*	Raleigh	11-24-67 7-26-68	Pleasure of the governor 7-25-70
Edwin W. Woodhouse*	Cary	11-14-67 7-26-68	Pleasure of the governor 7-25-72
Irwin Belk	Charlotte	7-26-68	7-25-72
Mrs. Dan K. Moore	Raleigh	7-26-68	7-25-72
Mrs. Hannah Block*	Wilmington	5-15-66 7-26-68	Pleasure of the governor 7-25-70
Mrs. Lynda B. Thomas	Wilson	9-5-68	7-25-70
Mrs. George H. Cates*	Faison	5-15-66 7-26-68	Pleasure of the governor 7-25-69
G. Irvin Aldridge	Yanceyville	7-26-68	7-25-69
Mrs. Carlton Watkins	Charlotte	9-5-68	7-25-69

COLLEGE FOUNDATION, INC.[248]

Raymond A. Stone†	Southern Pines	1-12-67	10-31-72
W. L. Burns, Jr.†	Durham	1-12-67	10-31-72
Emsley Laney	Wilmington	6-26-68	10-31-74
Micou F. Browne	Raleigh	6-28-68	10-31-74
Victor E. Bell, Jr.†	Raleigh	11-7-68	10-31-74
Robert E. Bryan†	Goldsboro	9-11-68	10-31-74

GOVERNOR'S COUNCIL FOR ECONOMIC DEVELOPMENT[249]

Dan K. Moore, *chairman*	Raleigh		
Atwell Alexander	Stony Point	3-20-67	Pleasure of the governor
Garza Baldwin, Jr.	Pisgah Forest	3-20-67	Pleasure of the governor
Arthur Becker	Raleigh	3-20-67	Pleasure of the governor
John Belk	Charlotte	3-20-67	Pleasure of the governor
M. C. Benton	Winston-Salem	3-20-67	Pleasure of the governor
P. A. Bleyler	Arden	3-20-67	Pleasure of the governor
Orton A. Boren	Greensboro	3-20-67	Pleasure of the governor

D. W. Brosnan	Washington, D. C.	3-20-67	Pleasure of the governor
Micou F. Browne	Raleigh	3-20-67	Pleasure of the governor
C. C. Cameron	Charlotte	3-20-67	Pleasure of the governor
Edwin R. Campbell	Elizabethtown	3-20-67	Pleasure of the governor
David W. Chaney	Research Triangle Park	3-20-67	Pleasure of the governor
Wayne A. Corpening, *executive secretary*	Raleigh	3-20-67	Pleasure of the governor
John Daniel	Asheville	3-20-67	Pleasure of the governor
Thomas H. Davis	Winston-Salem	3-20-67	Pleasure of the governor
Charles W. DeBell	Winston-Salem	3-20-67	Pleasure of the governor
Buell G. Duncan	Charlotte	3-20-67	Pleasure of the governor
Edwin Duncan, Sr.	North Wilkesboro	3-20-67	Pleasure of the governor
Alonzo Clay Edwards	Hookerton	3-20-67	Pleasure of the governor
John Erichson	Asheville	3-20-67	Pleasure of the governor
Thomas A. Finch	Thomasville	3-20-67	Pleasure of the governor
D. M. Fisher	Plymouth	3-20-67	Pleasure of the governor
W. Frank Forsyth	Andrews	3-20-67	Pleasure of the governor
Alex H. Galloway	Winston-Salem	3-20-67	Pleasure of the governor
Brodie S. Griffith	Charlotte	3-20-67	Pleasure of the governor
Martha Guy	Newland	3-20-67	Pleasure of the governor
Gordon Hanes	Winston-Salem	3-20-67	Pleasure of the governor
Charles E. Hayworth	High Point	3-20-67	Pleasure of the governor
George Herbert	Research Triangle	3-20-67	Pleasure of the governor
J. W. Holder	Charlotte	3-20-67	Pleasure of the governor
Lewis R. Holding	Smithfield	3-20-67	Pleasure of the governor
A. L. Jameson	Williamston	3-20-67	Pleasure of the governor
Amos Johnson	Garland	3-20-67	Pleasure of the governor
Guy McBride	Aurora	3-20-67	Pleasure of the governor
William B. McGuire	Charlotte	3-20-67	Pleasure of the governor
C. J. Meloun	Hendersonville	3-20-67	Pleasure of the governor
C. M. Ogle	Hendersonville	3-20-67	Pleasure of the governor
Edwin Pate	Laurinburg	3-20-67	Pleasure of the governor
J. B. Phelps	Charlotte	3-20-67	Pleasure of the governor
Robert E. Pomeranz	Sanford	3-20-67	Pleasure of the governor

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[248] Nine members, five appointed by the governor from a list nominated by the Executive Committee of the N.C. Bankers Association and four to represent the public at large, serve terms of six years. Ex officio members include the governor, the chairman of the Board of Higher Education, the state treasurer, the chairman of the Board of Conservation and Development, and the chairman of the Board of Directors of the Business Development Corporation of N.C. Charter amended June 14, 1968.

[249] The formation of the council and an advisory committee was announced March 20, 1967, at which time members were named. For details, see the statement of March 20, 1967, pp. 654-657.

Name of Appointee	Address	Date Appointed	Date of Expiration
Addison H. Reese	Charlotte	3-20-67	Pleasure of the governor
W. R. Roberson, Jr.	Raleigh	3-20-67	Pleasure of the governor
F. H. Rountree	Sunbury	3-20-67	Pleasure of the governor
W. Mercer Rowe	Wilmington	3-20-67	Pleasure of the governor
John J. Ryan	Charlotte	3-20-67	Pleasure of the governor
John V. Schweppe	Shelby	3-20-67	Pleasure of the governor
Miles J. Smith, Sr.	Salisbury	3-20-67	Pleasure of the governor
Mrs. Elizabeth Swindell	Wilson	3-20-67	Pleasure of the governor
Nello L. Teer, Jr.	Durham	3-20-67	Pleasure of the governor
Warren T. Trask	Raleigh	3-20-67	Pleasure of the governor
John B. Veach	Asheville	3-20-67	Pleasure of the governor
John F. Watlington, Jr.	Winston-Salem	3-20-67	Pleasure of the governor
James Webb	Greensboro	3-20-67	Pleasure of the governor
John H. Wheeler	Durham	3-20-67	Pleasure of the governor
Chapman Hutchinson[249a]	Plymouth	11-21-68	Pleasure of the governor

ADVISORY COUNCIL TO THE OFFICE OF COMPREHENSIVE HEALTH PLANNING[250]

Name of Appointee	Address	Date Appointed	Date of Expiration
Clifton M. Craig	Raleigh	1-25-68	Pleasure of the governor
Grady Ranson Galloway	Cary	1-25-68	Pleasure of the governor
James A. Graham	Raleigh	1-25-68	Pleasure of the governor
Eugene Alexander Hargrove	Raleigh	1-25-68	Pleasure of the governor
William Freeman Henderson	Raleigh	1-25-68	Pleasure of the governor
Jacob Koomen	Raleigh	1-25-68	Pleasure of the governor
C. Arden Miller	Chapel Hill	1-25-68	Pleasure of the governor
George Eugene Pickett	Raleigh	1-25-68	Pleasure of the governor
Henry Stuart Willis	Chapel Hill	1-25-68	Pleasure of the governor
Andrew Arthur Best	Greenville	1-25-68	1-25-69
Herbert Clarence Bradshaw	Durham	1-25-68	1-25-69
Amos Sumner Bumgardner	Charlotte	1-25-68	1-25-69
Albert J. Ellis	Jacksonville	1-25-68	1-25-69
William Harry Entwistle, Jr.	Winston-Salem	1-25-68	1-25-69
James Clyde Gaither, Sr.	Brevard	1-25-68	1-25-69
Mrs. Foy T. Goodin	Newton	1-25-68	1-25-69
Mrs. Geneva Bass Hamilton	Goldsboro	1-25-68	1-25-69
Thomas Royster Howerton	Wilson	1-25-68	1-25-69
Robert Earle Jones	Greensboro	1-25-68	1-25-69

Ernest Bryan Messer	Canton	1-25-68	1-25-69
John Duncan Robinson	Wallace	1-25-68	1-25-69
Wayland J. Sermons	Washington	1-25-68	1-25-69
Carl Wilson Anderson	Chapel Hill	1-25-68	1-25-70
William George Anlyan	Durham	1-25-68	1-25-70
William Charles Barrett	Laurinburg	1-25-68	1-25-70
Cecil Bishop	Greensboro	1-25-68	1-25-70
John R. Boger, Jr.	Concord	1-25-68	1-25-70
Riley Wilson Clapp	Pleasant Garden	1-25-68	1-25-70
Thomas Hightower Collins	Chapel Hill	1-25-68	1-25-70
Thomas C. Day	Hayesville	1-25-68	1-25-70
Reginald Morton Fountain	Tarboro	1-25-68	1-25-70
George Watts Hill	Durham	1-25-68	1-25-70
Frank W. Jones	Newton	1-25-68	1-25-70
Mrs. Mary Edith Rogers	Gastonia	1-25-68	1-25-70
Carlos Lowery Young	Shelby	1-25-68	1-25-70
Kenneth C. Royall, Jr.	Durham	1-25-68	1-25-71
Alonzo Clay Edwards	Hookerton	1-25-68	1-25-71
Mrs. William Francis Wolcott	Asheville	1-25-68	1-25-71
Mrs. Joseph M. Hunt, Jr.	Greensboro	1-25-68	1-25-71
Charles Curtis Johnson, Jr.	Winston-Salem	1-25-68	1-25-71
Mrs. Phebe Harlan Emmons	Raleigh	1-25-68	1-25-71
James Gwyn Gambill	West Jefferson	1-25-68	1-25-71
Joseph Asher	Greensboro	1-25-68	1-25-71
Roger Hester Sloop	Rural Hall	1-25-68	1-25-71
John Gentry Martin	Boone	1-25-68	1-25-71
Charles Scott Venable, Jr.	Raleigh	1-25-68	1-25-71
John Alexander McMahon, *chairman*	Chapel Hill	1-25-68	1-25-71
Wilson Franklin Yarborough[250a]	Fayetteville	9-17-68	1-25-71
John W. Winters, Sr.[250b]	Raleigh	11-4-68	1-25-71
Claude Currie[250c]	Durham	11-4-68	1-25-69

[249a] Succeeded D. M. Fisher, resigned.

[250] "The Office of Comprehensive Health Planning was established by Governor Moore in July of 1967 within the Department of Administration to develop a long-range plan of the state's needs and goals in the health field and to seek to identify the most effective and efficient methods of coordinating state programs in the field of health services and health manpower." Appointments to the advisory council were announced in a speech at the Governor's Conference on Health, January 25, 1968. See news release of Governor Moore, October 10, 1968, and speech made at January 25, 1968, conference.

[250a] Succeeded Alonzo C. Edwards.

[250b] Succeeded Joseph Asher, resigned.

[250c] Succeeded Albert J. Ellis, resigned.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Highway Study Commission[251]			
Dewey W. Wells	Elizabeth City	12-1-67	Pleasure of the governor
W. J. P. Earnhardt, Jr.	Edenton	12-1-67	Pleasure of the governor
Ashley M. Murphy	Atkinson	12-1-67	Pleasure of the governor
Eb W. Smith	Fayetteville	12-1-67	Pleasure of the governor
W. B. Glenn	Greenville	12-1-67	Pleasure of the governor
John F. McNair III	Laurinburg	12-1-67	Pleasure of the governor
Micou F. Browne, *chairman*	Raleigh	12-1-67	Pleasure of the governor
Nello L. Teer, Jr.	Durham	12-1-67	Pleasure of the governor
J. P. Bodenheimer, Jr.	Greensboro	12-1-67	Pleasure of the governor
Thomas A. Finch	Thomasville	12-1-67	Pleasure of the governor
Lloyd C. Caudle	Charlotte	12-1-67	Pleasure of the governor
D. W. Royster, Jr.	Shelby	12-1-67	Pleasure of the governor
D. Vernon Deal	North Wilkesboro	12-1-67	Pleasure of the governor
John W. Spicer	Asheville	12-1-67	Pleasure of the governor
Harry E. Buchanan	Hendersonville	12-1-67	Pleasure of the governor
Governor's Council on Juvenile Delinquency[252]			
Carl Wilson Anderson, *chairman*	Chapel Hill	6-24-68	Pleasure of the governor
Ralph J. Andrews	Raleigh	8-6-68	Pleasure of the governor
J. Ruffin Bailey	Raleigh	6-24-68	Pleasure of the governor
John Baker, Jr.	Raleigh	6-24-68	Pleasure of the governor
V. Lee Bounds	Raleigh	6-24-68	Pleasure of the governor
Willard L. Brigner	Raleigh	6-24-68	Pleasure of the governor
Charles E. Clement	Raleigh	6-24-68	Pleasure of the governor
Sam O. Cornwell	Raleigh	6-24-68	Pleasure of the governor
Clifton M. Craig	Raleigh	6-24-68	Pleasure of the governor
Manley Dodson	Greensboro	6-24-68	Pleasure of the governor
Elton Edwards	Greensboro	6-24-68	Pleasure of the governor
Robert F. Floyd	Fairmont	6-24-68	Pleasure of the governor
Willard I. Gatling	Charlotte	6-24-68	Pleasure of the governor
Betty B. Gibson	Raleigh	6-24-68	Pleasure of the governor
William H. Gibson	Raleigh	6-24-68	Pleasure of the governor
Mrs. Cecil L. Gilliatt	Shelby	6-24-68	Pleasure of the governor
Mrs. Neil Goodnight	Charlotte	6-24-68	Pleasure of the governor
Paul N. Guthrie, Jr.	Raleigh	6-24-68	Pleasure of the governor

Preston C. Hill	Raleigh	6-24-68	Pleasure of the governor
Ed Hinsdale	Chapel Hill	6-24-68	Pleasure of the governor
Mrs. Katherine H. Holoman	Raleigh	6-24-68	Pleasure of the governor
Janice Hough	Chapel Hill	6-24-68	Pleasure of the governor
Nile F. Hunt	Raleigh	6-24-68	Pleasure of the governor
J. W. Jenkins	Raleigh	6-24-68	Pleasure of the governor
Dorothy Kiester	Chapel Hill	6-24-68	Pleasure of the governor
Julius F. Knight	Durham	6-24-68	Pleasure of the governor
Jacob Koomen	Raleigh	6-24-68	Pleasure of the governor
O. H. Leak	High Point	6-24-68	Pleasure of the governor
William A. Lofquist	Winston-Salem	6-24-68	Pleasure of the governor
Blaine M. Madison	Raleigh	6-24-68	Pleasure of the governor
Robert J. Marley	Raleigh	6-24-68	Pleasure of the governor
Bert M. Montague	Raleigh	6-24-68	Pleasure of the governor
B. J. Mooneyham	Raleigh	6-24-68	Pleasure of the governor
Winford L. Nelson	Raleigh	6-24-68	Pleasure of the governor
Mrs. Anne K. Parrish	Durham	6-24-68	Pleasure of the governor
Bob Philbeck	Concord	6-24-68	Pleasure of the governor
E. L. Rankin, Jr.	Raleigh	6-24-68	Pleasure of the governor
William A. Safriet	Raleigh	6-24-68	Pleasure of the governor
Frank W. Snepp	Charlotte	6-24-68	Pleasure of the governor
Nicholas Stratas	Raleigh	6-24-68	Pleasure of the governor
Mason P. Thomas, Jr.	Chapel Hill	6-24-68	Pleasure of the governor
Fred B. Thompson	Raleigh	6-24-68	Pleasure of the governor
Mrs. Bobbie L. Toatley	Charlotte	6-24-68	Pleasure of the governor
Carl W. Vines	Greensboro	6-24-68	Pleasure of the governor
Marvin R. Wooten	Raleigh	6-24-68	Pleasure of the governor
Hoyt O. Sloop	Concord	10-14-68	Pleasure of the governor

GOVERNOR'S ADVISORY COMMITTEE ON LOW-INCOME HOUSING[253]

Edward Holmes	Pittsboro	4-20-66	Pleasure of the governor
Dwight L. Phillips	Charlotte	4-20-66	Pleasure of the governor

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[251] Members were named in speech given at dedication of a portion of Interstate 95, December 1, 1967. At that time the governor gave details concerning the function of the commission.

[252] On July 17, 1968, Governor Moore announced appointment of the council set up "to evaluate juvenile correction services in North Carolina and to recommend any indicated changes which would lead to a more efficient and effective delivery of services for prevention, control, and treatment of juvenile delinquency." See news release of Governor Moore, July 17, 1968.

[253] Committee members were called together April 20, 1966. In his remarks to the group, the governor discussed the function of the committee.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Edwin Duncan	North Wilkesboro	4-20-66	Pleasure of the governor
Aubrey Doggett, Jr.	Winston-Salem	4-20-66	Pleasure of the governor
J. J. Henderson	Winston-Salem	4-20-66	Pleasure of the governor
Arthur H. Jones	Charlotte	4-20-66	Pleasure of the governor
Lawrence Z. Crockett	Raleigh	4-20-66	Pleasure of the governor
Joseph McKinley Bryan	Greensboro	4-20-66	Pleasure of the governor
J. Mel Thompson	Fayetteville	4-20-66	Pleasure of the governor
Charles P. Landt	Raleigh	4-20-66	Pleasure of the governor
Mason E. Swearingen	Winston-Salem	4-20-66	Pleasure of the governor
E. N. Richards	Raleigh	4-20-66	Pleasure of the governor
Charles C. Ervin	Charlotte	4-20-66	Pleasure of the governor
Eugene A. Gulledge	Greensboro	4-20-66	Pleasure of the governor
Lawrence Merchant	Asheville	4-20-66	Pleasure of the governor
H. Tom Chapin, Jr.	Greenville	4-20-66	Pleasure of the governor
Kenneth E. Talton	Grifton	4-20-66	Pleasure of the governor
K. A. Partin	Asheville	4-20-66	Pleasure of the governor
Fred S. Worthy	Raleigh	4-20-66	Pleasure of the governor
Jack H. Brown	Greensboro	4-20-66	Pleasure of the governor
George Edwards	Greensboro	4-20-66	Pleasure of the governor
F. L. German	Lenoir	4-20-66	Pleasure of the governor
Richard Wright	Durham	4-20-66	Pleasure of the governor
J. A. Stanford	High Point	4-20-66	Pleasure of the governor
Joe A. Robb, Jr.	Durham	4-20-66	Pleasure of the governor
Will Lennon	Lumberton	4-20-66	Pleasure of the governor
Paul Crayten	New Bern	4-20-66	Pleasure of the governor
George Beverly, Jr.	Asheville	4-20-66	Pleasure of the governor
Macon Smith	Raleigh	4-20-66	Pleasure of the governor
Roger P. Kavanagh, Jr.	Greensboro	4-20-66	Pleasure of the governor
Phil Green	Chapel Hill	4-20-66	Pleasure of the governor
W. C. Warwick	Raleigh	4-20-66	Pleasure of the governor
C. Phil Robinson, Jr.	Rural Hall	4-20-66	Pleasure of the governor
Fred Jones	Winton	4-20-66	Pleasure of the governor
George Esser	Durham	4-20-66	Pleasure of the governor
J. Emmett Winslow	Hertford	4-20-66	Pleasure of the governor
Sam J. Ervin III	Morganton	4-20-66	Pleasure of the governor
Raymond Bryan	Goldsboro	4-20-66	Pleasure of the governor

William J. Griffin	Raleigh	4-20-66	Pleasure of the governor

MARINE SCIENCE COUNCIL [254]

Addison Hewlett, Jr., *chairman*	Wilmington	10-24-68	Pleasure of the governor
Raymond Talton	Raleigh	10-24-68	Pleasure of the governor
Andrew Craig Phillips	Greensboro	10-24-68	Pleasure of the governor
Paul S. Denison	Wilmington	10-24-68	Pleasure of the governor
Wayland J. Sermons	Washington	10-24-68	Pleasure of the governor
Wilfred J. Hahn	Wrightsville Beach	10-24-68	Pleasure of the governor
John R. Hampton	Raleigh	10-24-68	Pleasure of the governor
Ralph J. Andrews	Raleigh	10-24-68	Pleasure of the governor
Dan E. Stewart	Raleigh	10-24-68	Pleasure of the governor
Clyde P. Patton	Raleigh	10-24-68	Pleasure of the governor
I. E. Ready	Raleigh	10-24-68	Pleasure of the governor
Jacob Koomen	Raleigh	10-24-68	Pleasure of the governor
Frank B. Turner	Raleigh	10-24-68	Pleasure of the governor
George E. Pickett	Raleigh	10-24-68	Pleasure of the governor
Guy T. McBride	Aurora	10-24-68	Pleasure of the governor
James W. Davis	Raleigh	10-24-68	Pleasure of the governor
Clayton Fulcher, Jr.	Atlantic	10-24-68	Pleasure of the governor
J. L. Seamon	Morehead City	10-24-68	Pleasure of the governor
William H. Potter	Beaufort	10-24-68	Pleasure of the governor
Thomas W. Morse	Beaufort	10-24-68	Pleasure of the governor
George Little, Jr.	Elizabeth City	10-24-68	Pleasure of the governor

MID-SOUTH REGIONAL EDUCATION LABORATORY DEVELOPMENT COMMITTEE[255]

W. H. Plemmons	Boone	5-18-66
Budd E. Smith	Wingate	5-18-66
Edward L. Rankin, Jr.	Raleigh	5-18-66
Douglas M. Knight	Durham	5-18-66
Rudolph Jones	Fayetteville	5-18-66
Thomas N. Ingram	Charlotte	5-18-66
Howard R. Boozer	Raleigh	5-18-66
C. B. Martin	Tarboro	5-18-66

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[254] The twenty-member council was appointed "to accelerate North Carolina's interest in ocean exploration and improve our overall capabilities in developing the state's marine resources." The council works closely with a technical coordinating committee in developing a five-year state plan for utilization of the state's marine resources. News release of Governor Moore, October 30, 1968.

[255] Members were appointed to serve in the state-federal program being conducted jointly by North Carolina, South Carolina, and Virginia. News release of Governor Moore, May 30, 1966.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Malcolm Brown	Shelby	5-18-66	
I. E. Ready	Raleigh	5-18-66	
Charles F. Carroll	Raleigh	5-18-66	
W. Dallas Herring	Rose Hill	5-18-66	
Garland S. Garriss	Troy	5-18-66	
Dean W. Colvard	Charlotte	5-18-66	
William C. Friday	Chapel Hill	5-18-66	

Council on Natural Resources[256]

James A. Graham	Raleigh	2-26-66	Pleasure of the governor
James R. Townsend	Durham	2-26-66	Pleasure of the governor
George E. Pickett	Raleigh	2-26-66	Pleasure of the governor
J. Vivian Whitfield	Wallace	2-26-66	Pleasure of the governor
J. W. York	Raleigh	2-26-66	Pleasure of the governor
Dan E. Stewart, *chairman*	Raleigh	2-26-66	Pleasure of the governor
James A. Bridger	Bladenboro	2-26-66	Pleasure of the governor
Clyde P. Patton	Raleigh	2-26-66	Pleasure of the governor
Wayne A. Corpening	Raleigh	2-26-66	Pleasure of the governor
James T. Moss	Youngsville	5-17-66	Pleasure of the governor
H. A. Smith	Raleigh	3-23-66	Pleasure of the governor
Ralph Andrews	Raleigh	3-23-66	Pleasure of the governor
William C. Bell	Raleigh	2-21-67	Pleasure of the governor

North Carolina Governor's Council on Occupational Health[257]

Moses A. Ray	Tarboro	10-3-68	12-31-71
Mrs. William E. Abbott	Canton	12-9-66	12-31-69
James Atwell Alexander	Stony Point	11-9-66	12-31-69
William M. Barbee	Raleigh	11-9-66	12-31-68
Mario C. Battigelli	Chapel Hill	2-13-67	12-31-68
J. W. Beam	Raleigh	11-9-66	12-31-68
Arthur Lewis Becker	Research Triangle	11-9-66	12-31-69
James Raymond Bohannon	Raleigh	11-9-66	12-31-69
Donald Elmore Britt	Winston-Salem	11-9-66	12-31-69
Edwin Neil Brower	Hope Mills	11-9-66	12-31-68
William Jefferson Burton, Jr.	Raleigh	11-9-66	12-31-68
Joseph Lester Campbell	Wilson	11-9-66	12-31-69

Emil Theodore Chanlett	Chapel Hill	11-9-66	12-31-68
Edwin Alexander Clement	Raleigh	11-9-66	12-31-68
John Smith Cooper	Charlotte	11-9-66	12-31-69
John Columbus Cowan, Jr.	Greensboro	11-9-66	12-31-68
Clifton Earl Crandell	Chapel Hill	11-9-66	12-31-68
Frank Crane	Raleigh	11-9-66	12-31-68
Thomas H. Davis	Winston-Salem	11-9-66	12-31-68
William J. A. DeMaria	Durham	11-9-66	12-31-69
Mrs. Charles E. Dolan	Chapel Hill	11-9-66	12-31-68
Stanley Charles Donelly	Burlington	11-9-66	12-31-68
George Winston Dowdy	Charlotte	11-9-66	12-31-68
Charles Council Dudley	Huntersville	11-9-66	12-31-68
John Prather Frank	Mt. Airy	11-9-66	12-31-68
Mrs. Margaret A. Gaddy	Siler City	11-9-66	12-31-68
MacRoy Gasque	New York, N. Y.	11-9-66	12-31-68
Benjamin Warren Goodman	Hickory	11-9-66	12-31-68
James A. Graham	Raleigh	11-9-66	12-31-69
J. M. Hall	Elkin	11-9-66	12-31-68
James G. Hanes, Jr., *chairman*	Winston-Salem	11-9-66	12-31-69
W. R. Helms	Goldsboro	11-9-66	12-31-68
Fred E. Henderson	Winston-Salem	11-9-66	12-31-68
G. Maurice Hill	Morganton	11-9-66	12-31-68
Lucile W. Hutaff	Winston-Salem	11-9-66	12-31-69
George Hyatt	Raleigh	11-9-66	12-31-69
Leon S. Ivey	Hickory	11-9-66	12-31-69
Jacob Koomen	Raleigh	11-9-66	12-31-69
Robert Austin Lassiter	Raleigh	11-9-66	12-31-68
John C. Lumsden	Raleigh	11-9-66	12-31-68
Mrs. Kenneth A. McLeod	Candor	11-9-66	12-31-68
William Pettway Jones Peete	Durham	11-9-66	12-31-68
Radford G. Powell	Reidsville	11-9-66	12-31-68
Frederick Edwin Reiber	Raleigh	11-9-66	12-31-69
William Perry Richardson	Chapel Hill	11-9-66	12-31-68
Carroll Pickens Rogers	Spruce Pine	11-9-66	12-31-68

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[256] The purpose of the interagency Council on Natural Resources was to study ways of conserving and developing natural resources "for utilization and enjoyment of future generations of North Carolinians." It was set up to assure cooperation of all state agencies working in this field. Announced in speech by Governor Moore, February 25, 1966, to North Carolina Wildlife Federation in Raleigh.

[257] The council was organized in 1958. Its bylaws provide that the membership consist of not less than forty nor more than sixty people appointed by the governor for three-year terms. News release of Governor Moore, October 4, 1968.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Logan T. Robertson	Asheville	11-9-66	12-31-68
Robert Worth Shoffner	Raleigh	11-9-66	12-31-68
H. W. Stevens	Asheville	11-9-66	12-31-68
Hubbard Lowry Sullivan	Charlotte	11-9-66	12-31-68
Mrs. Kathleen G. Taylor	Winston-Salem	11-9-66	12-31-69
Bynum Ellsworth Tudor, Jr.	Winston-Salem	11-9-66	12-31-69
John B. Veach	Asheville	11-9-66	12-31-68
Harold Williams Whitcomb	Leaksville	11-9-66	12-31-69
Charles Tolbert Wilkinson	Wake Forest	11-9-66	12-31-69
THE PIEDMONT CRESCENT 2000 COMMISSION EXECUTIVE COMMITTEE[258]			
Miles J. Smith, *chairman*	Salisbury	3-8-66	
Wayne Corpening, *secretary*	Raleigh	3-8-66	
FINANCE COMMITTEE			
James J. Harris	Charlotte	3-8-66	
Orton A. Boren	Greensboro	3-8-66	
W. B. McGuire	Charlotte	3-8-66	
W. Trent Ragland, Jr.	Raleigh	3-8-66	
John F. Watlington, Jr.	Winston-Salem	3-8-66	
STATE PLANNING TASK FORCE[259]			
Woodrow W. Jones, *director*	Rutherfordton	3-11-65	Pleasure of the governor
John R. Hampton	Charlotte	3-3-66	Pleasure of the governor
Wayne A. Corpening[259a]	Winston-Salem	2-1-66	Pleasure of the governor
Luther C. Hodges	Winston-Salem	2-15-66	Pleasure of the governor
Wilbur Clark	Fayetteville	3-10-66	Pleasure of the governor
E. Walton Jones	Raleigh	3-17-66	Pleasure of the governor
L. D. Hyde	Asheville	3-31-66	Pleasure of the governor
Hugh E. Battle, Jr.	Cullowhee	5-6-66	Pleasure of the governor
Edgar R. Bain	Lillington	5-27-66	Pleasure of the governor
Grover P. Dunagan, Jr.	Forest City	6-7-66	Pleasure of the governor
Dementrious Hiawatha Keck	Raleigh	7-21-66	Pleasure of the governor
Joe C. Matthews	Yadkinville	8-19-66	Pleasure of the governor
Ned J. Tucker	Cullowhee	9-9-66	Pleasure of the governor
Howard T. Gryder	Taylorsville	9-27-66	Pleasure of the governor
John R. Hampton, *state planning officer*	Raleigh	11-16-67	Pleasure of the governor

TECHNOLOGY UTILIZATION ADVISORY BOARD[260]

Donald V. Black	Charlotte	11-4-65	11-4-66
P. A. Bleyler*	Arden	11-4-65	11-4-66
		1-25-67	11-4-67
Orton A. Boren*	Pleasant Garden	11-4-65	11-4-66
		1-25-67	11-4-67
Robert G. Carson, Jr.*	Raleigh	11-4-65	11-4-66
		1-25-67	11-4-67
Sherman E. Crites*	Raleigh	11-4-65	11-4-66
		1-25-67	11-4-67
Robert Dietrich*	Charlotte	11-4-65	11-4-66
		1-25-67	11-4-67
Ralph C. Ely*	Durham	11-4-65	11-4-66
		1-25-67	11-4-67
Thomas J. Hackney*	Wilson	11-4-65	11-4-66
		1-25-67	11-4-67
James F. Kelly*	Raleigh	11-4-65	11-4-66
		1-25-67	11-4-67
John C. Kiger*	Winston-Salem	11-4-65	11-4-66
		1-25-67	11-4-67
Gordon C. Lahey*	Burlington	11-4-65	11-4-66
		1-25-67	11-4-67
Maurice W. Lee*	Chapel Hill	11-4-65	11-4-66
		1-25-67	11-4-67
Jack H. Rochelle*	High Point	11-4-65	11-4-66
		1-25-67	11-4-67
Mort R. Shaw*	Raleigh	11-4-65	11-4-66
		1-25-67	11-4-67
Warner T. Smith*	Hickory	11-4-65	11-4-66
		1-25-67	11-4-67
Charles R. Vail*	Durham	11-4-65	11-4-66
		1-25-67	11-4-67

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[258] The commission "seeks to involve leaders of the twenty piedmont crescent counties in studying the problems of the region as it grows and in establishing a program to make it the most beautiful, workable, and prosperous metropolis in the nation as it grows over the next forty years." It is so named because it involves between 1,000 and 2,000 people, and its objectives are working toward the year 2000. News release of Governor Sanford, June 30, 1964.

[259] Representatives to be assigned from the Budget. Property Control. Purchase and Contract divisions of the Department of Administration. The State Opportunity Program will be represented, as will the State Highway, Welfare, Board of Health, Department of Conservation and Development, and others.

[259a] Succeeded Woodrow W. Jones, resigned.

[260] The advisory board, with majority of members from industry but with representatives from the Research Triangle universities and the Research Triangle Institute, is to provide advice and guidance to the North Carolina Science and Technology Research Center.

Name of Appointee	*Address*	*Date Appointed*	*Date of Expiration*
Merrill Toles[260a]	Charlotte	2-17-66	11-4-66
W. J. Roberts[260b]	Charlotte	2-17-66	11-4-66
URBAN AFFAIRS COMMITTEE[261]			
Brodie S. Griffith, *chairman*	Charlotte	3-17-66	Pleasure of the governor
W. Frank Forsyth	Murphy	3-17-66	Pleasure of the governor
Tom Alexander	Raleigh	3-17-66	Pleasure of the governor
Harlan Boyles	Raleigh	3-17-66	Pleasure of the governor
Mrs. Davetta L. Steed	Raleigh	3-17-66	Pleasure of the governor
John S. Stewart	Durham	3-17-66	Pleasure of the governor
George Roach	Greensboro	3-17-66	Pleasure of the governor
John A. Mitchener, Jr.	Edenton	3-17-66	Pleasure of the governor
J. Garner Bagnal	Statesville	3-17-66	Pleasure of the governor
Travis H. Tomlinson	Raleigh	3-17-66	Pleasure of the governor
J. Weldon Weir	Asheville	3-17-66	Pleasure of the governor
J. Guy Smith	Laurinburg	3-17-66	Pleasure of the governor
John Gold	Winston-Salem	3-17-66	Pleasure of the governor
Claude Currie	Durham	3-17-66	Pleasure of the governor
George Uzzell	Salisbury	3-17-66	Pleasure of the governor
John T. Morrisey, Sr.	Chapel Hill	3-17-66	Pleasure of the governor
Naomi Morris	Wilson	3-17-66	Pleasure of the governor
Clinton Foust	Morganton	3-17-66	Pleasure of the governor
Isa Grant	Elizabeth City	3-17-66	Pleasure of the governor
James W. Fowler	Lake Junaluska	3-17-66	Pleasure of the governor
William E. McIntyre	Charlotte	3-17-66	Pleasure of the governor
C. B. Martin	Tarboro	3-17-66	Pleasure of the governor
Tony Lampron	Salisbury	3-17-66	Pleasure of the governor
George J. Monaghan	Raleigh	3-17-66	Pleasure of the governor
GOVERNOR'S STUDY COMMITTEE IN VOCATIONAL REHABILITATION[262]			
Mrs. James H. Semans, *chairman*	Durham	2-1-67	Pleasure of the governor
Martha W. Evans	Charlotte	3-20-67	Pleasure of the governor
Herman Moore	Charlotte	3-20-67	Pleasure of the governor
Ralph H. Scott	Haw River	3-20-67	Pleasure of the governor
Charles W. Phillips	Greensboro	3-20-67	Pleasure of the governor
Hargrove Bowles, Jr.	Greensboro	3-20-67	Pleasure of the governor

Howard Twiggs	Raleigh	3-20-67	Pleasure of the governor
Gordon H. Greenwood	Black Mountain	3-20-67	Pleasure of the governor
Claude M. Hamrick	Winston-Salem	3-20-67	Pleasure of the governor
Allen C. Barbee	Spring Hope	3-20-67	Pleasure of the governor
Ruffin C. Godwin	New Bern	3-20-67	Pleasure of the governor
George B. Patton	Franklin	3-20-67	Pleasure of the governor
W. Dallas Herring	Rose Hill	3-20-67	Pleasure of the governor
C. C. Cates, Jr.	Burlington	3-20-67	Pleasure of the governor
Rudolph Gumpert	Asheville	3-20-67	Pleasure of the governor
Bert R. Titus	Durham	3-20-67	Pleasure of the governor
Henry Belk	Goldsboro	3-20-67	Pleasure of the governor
H. W. Bradshaw	Durham	3-20-67	Pleasure of the governor
Erle Peacock, Jr.	Chapel Hill	3-20-67	Pleasure of the governor
Harry W. Clarke	Asheville	3-20-67	Pleasure of the governor
Susan Dees	Durham	3-20-67	Pleasure of the governor
C. Eugene Looper	Winston-Salem	3-20-67	Pleasure of the governor
Mrs. Mary Pride Clark	Fayetteville	3-20-67	Pleasure of the governor
Thomas H. Ward, Jr.	Greensboro	3-20-67	Pleasure of the governor
Fred D. Hauser	Winston-Salem	3-20-67	Pleasure of the governor
Robert Lee Humber	Greenville	3-20-67	Pleasure of the governor
H. W. Kendall	Greensboro	3-20-67	Pleasure of the governor
Gene M. Love	Charlotte	3-20-67	Pleasure of the governor
William Millard Barbee	Durham	3-20-67	Pleasure of the governor
Leslie N. Boney, Jr.	Wilmington	3-20-67	Pleasure of the governor
Bruce H. Dorman	Wilmington	3-20-67	Pleasure of the governor
Frank W. Mulcahy	Winston-Salem	3-20-67	Pleasure of the governor

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[260a] Succeeded Donald V. Black, resigned.

[260b] Succeeded Robert L. Dietrich, who declined appointment.

[261] The appointment of the twenty-four member committee was announced by the governor on March 17, 1966.

[262] Created by Executive Order, the commission is "to insure implementation of practical planning activity [which] is a condition of a grant by the Vocational Rehabilitation Administration, Department of Health, Education and Welfare, to the Division of Vocational Rehabilitation, North Carolina Department of Public Instruction." Membership is composed of representatives of the legislature, organized labor, the State Planning Task Force, public education, higher education, medicine, rehabilitative agencies, business, and interested citizens. News release of Governor Moore, February 20, 1967.

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